

Tilburg University

Employee organisational commitment

Itansa, Merga Mekuria

Publication date:
2016

Document Version
Publisher's PDF, also known as Version of record

[Link to publication in Tilburg University Research Portal](#)

Citation for published version (APA):

Itansa, M. M. (2016). *Employee organisational commitment: The role of HRM practices, public service motivation, and job satisfaction*. [Doctoral Thesis, Tilburg University]. CentER, Center for Economic Research.

General rights

Copyright and moral rights for the publications made accessible in the public portal are retained by the authors and/or other copyright owners and it is a condition of accessing publications that users recognise and abide by the legal requirements associated with these rights.

- Users may download and print one copy of any publication from the public portal for the purpose of private study or research.
- You may not further distribute the material or use it for any profit-making activity or commercial gain
- You may freely distribute the URL identifying the publication in the public portal

Take down policy

If you believe that this document breaches copyright please contact us providing details, and we will remove access to the work immediately and investigate your claim.

Employee Organisational Commitment:
The Role of HRM Practices, Public Service Motivation, and Job
Satisfaction

PROEFSCHRIFT

ter verkrijging van de graad van doctor aan

Tilburg University

op gezag van de rector magnificus,

prof. dr. E.H.L. Aarts,

in het openbaar te verdedigen ten overstaan van een

door het college voor promoties aangewezen commissie

in de Ruth First zaal van de Universiteit

op maandag 28 november 2016 om 10.00 uur

door

Merga Mekuria Itansa,

geboren op 11 august 1981 te Alem Teferi, Ethiopië

Promotor: Prof. dr. A. van Witteloostuijn

Copromotor: Dr. M. Barlage

Overige leden van de promotiecommissie:

Prof. dr. J. Gould-Williams

Prof. dr. S. Zouridis

Dr. M.L. van Engen

© Merga Mekuria Itansa, 2016 All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, or transmitted, in any form or by any other means, electronic, mechanical, photocopying, recording, or otherwise, without permission of the author.

ACKNOWLEDGEMENTS

I wish to express gratitude to:

- The members of the committee, Prof. dr. Arjen van Witteloostuijn, Dr. Melody Barlage, Prof. dr. Julian Gould-Williams, Prof. dr. Stavros Zouridis and Dr. M.L. Marloes van Engen for their incredible feedback.
- My promotor, Professor dr. Arjen van Witteloostuijn, you deserve special thanks as you have been a wonderful mentor for me. I would like to thank you for encouraging my research and for supporting me to grow as an academic researcher. Your advice on research as well as on my career has been priceless. I feel privileged to work with you.
- Dr. Bertha Vallejo Carlos, I am highly indebted to you for your friendly treatment and unreserved help in all aspects of writing up the PhD dissertation. Thank you so much for all the kindness.
- NUFFIC for funding my study, without which my dream of getting a PhD degree from such a prestigious institution as Tilburg University would have never been realized.
- The organizations and individuals who participated in the survey and supported me as I collected data for my PhD thesis.
- My wife, Bontu Tadasse, for taking care of Sonan and Debora, the precious gifts of God for us. It gives me pleasure, motivation and courage when I think about you three. You are the pillars of my life.
- Mrs. Shannon Morales, for her contribution in making this thesis free of all kinds of language errors. Her editing was very useful in improving the quality of the thesis.
- Mrs. Ilse Souhail, for her all rounded support in the course of the PhD study.
- Mr. Deribe Asefa, Mr. Lemessa Bayissa and Baynesagn Asfaw, colleagues in the PhD program, for the insightful discussions that taught me lots of research skills. Those discussions have enormously contributed towards the success of my PhD. You guys made me feel at home and I will never forget you.
- Mr. Desta Muluget, a colleague from the Ethiopian Civil Service University, for your assistance during the data processing.
- Dr. Gemechu Nemera from Arbaminch University, Mr. Zelalem Regassa and Yohannes Workaferaw from Addis Ababa University for your professional support in editing the research report.

ACKNOWLEDGEMENTS

- My parents, brother, and sisters for their wonderful encouragement and support.
- All other individuals who have contributed to this work whom I might not mention by name and institutions that I did not mention due to space limitations.
- Praise God, for carrying me through one of the most difficult undertakings in my life.

TABLE OF CONTENTS

TABLE OF CONTENTS	v
1 INTRODUCTION.....	1
1.1 Overview of the Study.....	1
1.2 Conceptual Model of the Thesis.....	4
1.2.1. HRM practices, job satisfaction, and organizational commitment.....	4
1.2.2. HRM practices, PSM, and job satisfaction.....	5
1.2.3. PSM, job satisfaction, and organizational commitment	6
1.3 Overview of the Research Context.....	7
1.4 Methodology	10
1.4.1. Research design	10
1.4.2. Sampling and data collection.....	10
1.4.3. Measurement instruments.....	11
1.4.4. Psychometric analysis.....	12
1.4.5. Data analyses	12
1.4.6. The current thesis.....	12
2 EMPIRICAL STUDY ONE.....	15
2.1 Introduction.....	16
2.2 Theoretical Framework	17
2.2.1 HRM practices and organizational commitment.....	17
2.2.2 HRM practices and job satisfaction.....	18
2.1.1 The mediation effect of job satisfaction	19
2.3 Methods	22
2.2.3 Research context.....	22
2.2.4 Sampling procedures	23
2.2.5 Measures	24

2.2.6	Control variables.....	29
2.2.7	Common method variance (CMV)	29
2.2.8	Descriptive statistics and correlation analysis of variables	30
2.3	Results and Hypothesis Testing	32
2.4	Discussions.....	36
2.5	Conclusion.....	37
2.6	Implication for Practitioners and Theory	38
2.7	Study Limitations and Future Research Directions.....	39
3	EMPIRICAL STUDY TWO	41
3.1	Introduction.....	42
3.2	Theoretical Framework	43
3.2.1	High-commitment HRM practices and job satisfaction	43
3.2.2	The moderating effect of public service motivation.....	46
3.3	Methods.....	48
3.3.1	Research context.....	48
3.3.2	Sampling procedures	49
3.3.3	Measures	50
3.3.4	Control variables.....	54
3.3.5	Common method variance (CMV)	55
3.3.6	Descriptive statistics and correlation analysis	55
3.4	Result Analysis and Hypothesis Testing.....	58
3.5	Discussions.....	61
3.6	Conclusion.....	62
3.7	Theoretical and Practical Implications	62
3.8	Limitations of the Study	63
3.9	Directions for Future Research.....	64

4 EMPIRICAL STUDY THREE	65
4.1 Introduction.....	66
4.2 Theoretical Framework.....	67
4.2.1 Public service motivation and organizational commitment	67
4.2.2 Public service motivation and job satisfaction	68
4.2.3 The mediation effect of job satisfaction	68
4.3 Methods	71
4.3.1. Research setting.....	71
4.3.2. Sampling procedure.....	72
4.3.3. Measures.....	73
4.3.4. Control variables	76
4.3.5. Common method variance (CMV).....	77
4.3.6. Descriptive statistics and zero order correlations.....	78
4.4 Results Analysis and Hypothesis Testing	80
4.5 Discussion.....	84
4.6 Conclusion	86
5 CONCLUSIONS.....	89
5.1 Introduction.....	89
5.2 Summary of Empirical Findings.....	90
5.7.1 HRM practices	90
5.7.2 Public service motivation	93
5.8 Theoretical and Practical Implications	94
5.8.1 Theoretical implications	94
5.8.2 Practical implications of the thesis	96
5.8.3 Limitations and suggestions for future research.....	97
REFERENCES.....	99

CHAPTER ONE

1 INTRODUCTION

“One possible reason why HRM has a limited impact on employee well-being is that the rate of adoption of more advanced or progressive HR practices by organizations is, in reality, quite low. Its impact, therefore, like the impact of either weak medicine or poison - depending on one’s point of view - tends necessarily to be quite limited.” Peccei (2004, p. 10).

1.1 Overview of the Study

Organizational commitment and job satisfaction are the most prominent individual outcomes of human resources management (HRM) practices in the organizational research (Boon, Den Hartog, Boselie, & Paauwe, 2011; Boon & Kalshoven, 2014; Gould-Williams et al., 2014; Gould-Williams, Mostafa, & Bottomley, 2015; Gould-Williams, 2004; Marescaux, De Winne, & Sels, 2013). In the long-held debate over the HRM-performance model, the major focus has been on the organizational outcomes of HRM practices (Beer, Eisenstat, & Foote, 2009; Purcell & Kinnie, 2007). Little attention has been given to the individual outcomes of HRM practices, notwithstanding a few exceptions (Gould-Williams et al., 2014; Gould-Williams et al., 2015; Kooij et al., 2013; Van De Voorde, Paauwe, & Van Veldhoven, 2012; Wood, 2008). Even most of those works, which have focused on individual outcomes of HRM practices, emphasized them as means towards performance enhancement rather than as ends in themselves (Guest, 2002). This fact highlights the need for studies of the individual outcomes of HRM practices as ends in themselves, not as a means for something else. As part of the current debate, such studies would make crucial contributions in filling in the missing link in the HRM-performance model.

Moreover, organizations need to ensure that their employees are satisfied and committed in order to be in top performance mode (e. g., Alfes, Shantz, & Truss, 2012; Camilleri & Van Der Heijden, 2007). But what really matters in getting someone committed needs to be identified. Most scholars assert that positive worker attitudes emanate from employees’ perceptions that their employer is committed to them (e. g., Eisenberger, Fasolo, & Davis-LaMastro, 1990; Gould-Williams & Davies, 2005). For instance, Gould-Williams and Davies

(2005) suggest that managers need to convey a consistent signal through HRM practices, management trust, and resource allocation, so that employees reciprocate this via a positive worker attitude. In view of the social exchange theory, employees' commitment to the organization derives from their perceptions of the employers' commitment to and support of them (e. g., Bakhshi, Sharma, & Kumar, 2011; Blau, 1964; DeCotiis & Summers, 1987; Homans, 1958). It is also suggested that employees interpret organizational actions such as HRM practices and the trustworthiness of management as indicative of the organization's commitment to them (e. g., Gould-Williams & Davies, 2005; Snape & Redman, 2010; Somers & Birnbaum, 2000). "High-commitment" HR systems have the tendency to shape employee behaviors and attitudes by evolving "psychological links" between organizational and employee goals (Arthur, 1994; Gould-Williams, 2004; Walton, 1985). In the view of Arthur (1994), managers using high-commitment HRM practices wish to see committed employees who can be trusted to use their discretion in discharging duties in ways that are consistent with organizational goals. In the same vein, Gould-Williams and Davies (2005) claim that organizations adopting a "soft" or high-commitment approach to HRM try to enhance worker performance by empowering, developing, and trusting workers to achieve organizational goals on the basis of mutuality of interests. Implied by this argument is that high-commitment HRM practices are those that signal management's trust in employees, whereby employees reciprocate their perceptions in their own commitment to the organization.

Organizational commitment is thus a function of such variables as the characteristics of the job performed by the workers, the characteristics of the organizations in which the tasks are performed, and the characteristics of the workers who perform the tasks (e. g., Allen & Meyer, 1990; Glisson & Durick, 1988; Gould-Williams et al., 2014; Gould-Williams & Mohamed, 2010). Thus, the causes of organizational commitment are quite diverse in nature and origin (Bashir & Ramay, 2008). This reminds us of the recent debate in the field of public administration that is about public service motivation (PSM), which drives the behavior of the worker who performs the task. Perry and Hondeghem (2008, p. 3) claim that PSM is "individual motives that are largely, but not exclusively, altruistic and are grounded in public institutions." In line with this, scholars suggest that over and above the role of HRM practices and the resultant employees' job satisfaction, PSM plays a significant role in building employees' organizational commitment (e. g., Gould-Williams et al., 2014; Gould-Williams et al., 2015; Pandey, Wright, & Moynihan, 2008). However, the use of a comprehensive model in which

both HRM practices and PSM take leading roles in the process of building employees' organizational commitment is scant in the literature, particularly with regard to sub-Saharan Africa.

Generally, studies conducted at the organizational level indicate that HRM practices affect organizational outcomes by shaping employee behaviors and attitudes (e. g., Huselid, 1995; Snape & Redman, 2010). Particularly, high-commitment HRM practices increase organizational effectiveness via empowerment, trust, and involvement of employees in the organization (Edgar & Geare, 2005; Gould-Williams et al., 2015; Gould-Williams, 2004; Wood & De Menezes, 1998).

More specifically, the work of Mostafa and Gould-Williams (2014) clearly indicates that the mere adoption of high performance HR practices does not lead to desirable employee outcomes; rather, they suggest the mediation effect of person-organization fit. The study is appealing in the context of the current debate for dealing with the relationship between HR practices and employee outcomes in a setting similar to the present study – that is, the Egyptian public sector. While most of the studies have focused on the relationship between HRM practices and measures of organizational effectiveness, only a few studies (e. g., Gould-Williams et al., 2015; Mostafa & Gould-Williams, 2014) have explored the role of HRM practices in this model, and none have explored the implication for countries in sub-Saharan Africa (Debrah & Budhwar, 2004). Using “Contextually based Human Resource Theory”, Paauwe (2004) and Paauwe and Boselie (2007) argue that the particular political, historical, socio-cultural, and legal context hugely affects the design and implementation of HR practice. To understand the behavior of people in organizations, there is a need to take account of the knowledge of societies, of their language, their concepts, their values, their culture, which could be achieved through conducting studies in various contexts (Brewster, Tregaskis, Hegewisch, & Mayne, 2000; Hofstede, 1980). Consistent with this argument, the present study enables us to see the universal theories of HRM practices, PSM, job satisfaction and organizational commitment in light of the Ethiopian perspective. In line with this, there is a need to investigate the relationship between HRM practices, public services motivation, job satisfaction, and employee commitment in one model in Ethiopia, which is a large and typical representative of a sub-Saharan African country. The present thesis sees the various configurations of these four constructs and works towards answering the following basic research questions:

- Does job satisfaction mediate the relationship between HRM practices and employees' organizational commitment?
- To what extent is the relationship between HRM practices and job satisfaction moderated by public service motivation?
- To what extent is the relationship between public services motivation and employees' organizational commitment mediated by job satisfaction?

1.2 Conceptual Model of the Thesis

1.2.1. HRM practices, job satisfaction, and organizational commitment

HRM practice is believed to be the major determinant of employees' organizational commitment (e. g., Boon & Kalshoven, 2014; Edgar & Geare, 2005; Gould-Williams, 2004; Mostafa & Gould-Williams, 2014). However, the mechanism through which it influences employees' organizational commitment is not as linear as some scholars report (Meyer & Smith, 2000). For Meyer and Smith (2000), the relation between HRM practices and employees' organizational commitment is more of an indirect than direct nature, as it is believed to act through other variables. The most susceptible way that HRM practice is believed to affect employees' organizational commitment is through employees' job satisfaction. Job satisfaction is a work-related attitude that is more quickly developed but less stable than employees' organizational commitment (Orth, Robins, & Widaman, 2012; Porter, Steers, Mowday, & Boulian, 1974).

Due to the immediate nature of job satisfaction, as an outcome of HRM practices for employees, one may expect a more direct influence on job satisfaction than on employees' organizational commitment. Hence, the effect of HRM practices on employees' organizational commitment is more significant when it is through job satisfaction than when it is direct. Such a non-linear model of HRM practices to employees' organizational commitment has not yet been empirically tested. Hence, we address the current model through testing the assumption that workers' level of job satisfaction fully mediates the influence of HRM practices on employees' organizational commitment. Though these variables are very well studied in the Western (Porter et al., 1974; Steijn & Leisink, 2006), Asian, and Middle East contexts (Gould-Williams & Mohamed, 2010; Taylor, 2014), they are not well addressed in the sub-Saharan Africa context, specifically for the health sector. Thus, the rationale of the study is to extend this long held theory of the West, Asia, and the Middle East to a sub-Saharan Africa context.

1.2.2. HRM practices, PSM, and job satisfaction

The debate about PSM is no longer about whether it exists or not. It is rather about whether the role of high-commitment HRM practices is more important than employees' own predisposed desire to serve others (PSM) in making them satisfied with their job. In this regard, just as many scholars claim that HRM practices have the tendency to result in better job satisfaction (Boon & Kalshoven, 2014), there are scholars who believe that HRM practices may have a negative repercussion on employees' attitudes (Barker, 1993; Guest, 2002). These are basically seen as two contradicting views about HRM practices' outcomes for employees: the optimistic versus pessimistic views. The optimistic view posits that when employees feel that HRM practices are highly exercised, they feel more empowered, responsible, trusted, and developed (Snape & Redman, 2010). The more favorable the perception of employees about the HRM practices, the better their level of job satisfaction is. The pessimists, on the other hand, believe that if employees' perception is that more progressive HRM practices such as high-commitment HRM practices are in place, they feel more prone to being exploited due to the closer supervision and systematic exploitation that comes about with the widely practiced HRM (Guest, 2002; Sewell & Wilkinson, 1992).

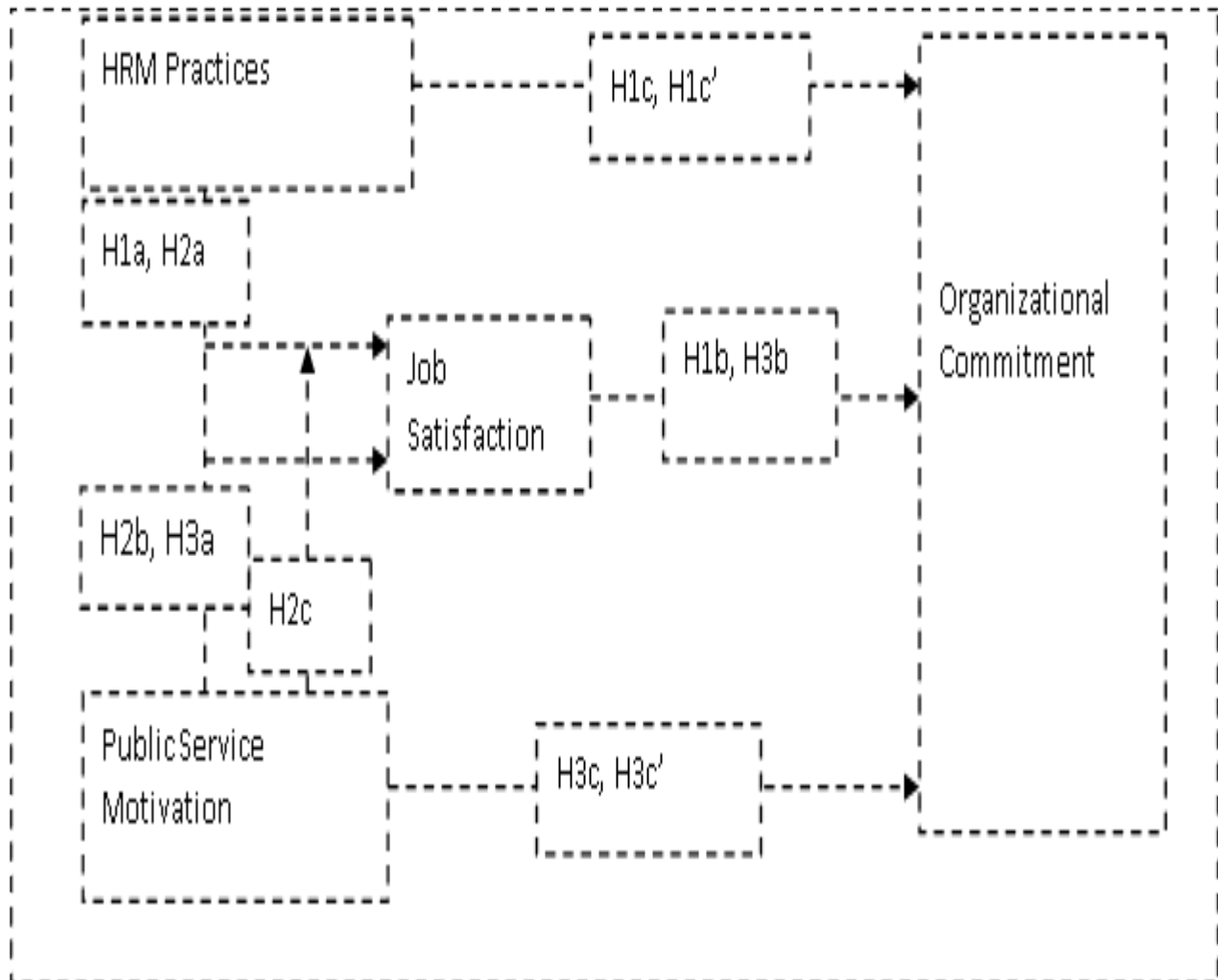
There also is a third position, which claims that HRM practices should not have any effect on employees' job satisfaction (Peccei, 2004; Peccei & Rosenthal, 2001). This view is termed skeptical, as the reason for the skepticism is the possibility of a moderation effect by some other variables that are more due to the individual employee than to the HRM practices. From the recent literature, it is apparent that PSM has attracted huge attention from scholars, and it is believed to have a close positive association with job satisfaction (Andersen & Kjeldsen, 2013; Taylor, 2014). Thus, employees with varying degrees of PSM may exhibit different levels of job satisfaction regardless of their perception of the prevailing HRM practices. Since employees with a high level of PSM are motivated by opportunities to serve the public interest, they need no or little reason to be satisfied with their job (Homberg, McCarthy, & Tabvuma, 2015; Vandenabeele, 2009). From this, we can infer that there is the possibility for PSM (the need to serve the public interest) to have a moderation role in the relationship between HRM practices and job satisfaction, such that at a higher level of employees' PSM, a better perception of the prevailing HRM practices is associated with higher job satisfaction. At lower PSM, however, the employees' perception of HRM practices may not have any effect on job satisfaction.

1.2.3. PSM, job satisfaction, and organizational commitment

The long-held debate about the association between job satisfaction and organizational commitment has not yet culminated, particularly regarding the causal sequence of the constructs (e. g., Bateman & Strasser, 1984; Curry, Wakefield, Price, & Mueller, 1986; Porter et al., 1974; Veličković et al., 2014). There is no doubt that the two constructs have a significant positive relation, except for the interaction effect of job satisfaction with PSM on employees' organizational commitment, which deserves research. The relation between PSM and job satisfaction itself is not yet clearly demarcated (Giauque, Ritz, Varone, Anderfuhren-Biget, & Waldner, 2011), notwithstanding the study by Taylor (2014), which claims a positive relation that goes from PSM to job satisfaction. However, according to Giauque et al. (2011), some public service orientations of employees may contribute to expectations that are incompatible with the working conditions of the organizations, which may lead the employees to experience negative effects on their psychological well-being. Here, one can see that there are some controversial reports about the relation between PSM and job satisfaction.

In our present model, though we study the direct associations of HRM practices and PSM with job satisfaction and employees' organizational commitment, our focus is more on the regenerative and interactive effects of the constructs on employees' organizational commitment. In the first place, we have ascertained that most research shows that job satisfaction is a more immediate effect of HRM practices and PSM (Andersen & Kjeldsen, 2013; Ray & Ray, 2011). Finally, in a more comprehensive phase of the study, the integrated impact of HRM practices, job satisfaction, and PSM on employees' organizational commitment is tested. For a visual illustration of the study, see Figure 1.1 below.

Figure 1.1 Theoretical Model of the Thesis



1.3 Overview of the Research Context

Ethiopia is in east-central Africa, bordered on the west by Sudan, the east by Somalia and Djibouti, the south by Kenya, and the northeast by Eritrea. The country hosts a population of nearly 96.6 million people (CIA, 2015). See Figure 1.1a below for geographical details.

As opposed to developed nation-states, human resource management (HRM) in Ethiopia is sub-optimal, as modern HRM concepts and practices are lacking and human resource (HR) functions are generally limited to traditional personnel administration tasks (Berhan, 2008). In the view of Berhan (2008), as the result of limited efforts to modernize HR functions as a strategic resource in the health sector and the limited investment into HRM capacity

development, existing human resources department staff in HRM and leadership feature limited technical skills and experience. According to Berhan (2008), the Ethiopian health sector is known for an inadequate human resources structure and staffing at all levels, with limited capacity and practices in strategic and operational human resources planning and budgeting. For instance, human resources information systems are not fully functional to support HR planning and development, supportive supervision, performance monitoring and improvement. Ethiopia in general and its health sector in particular have major HR management challenges, including staff shortage, urban/rural and regional disparities, poor motivation, retention, and performance (FMOH, 2015), which is very different from developed nation-states.

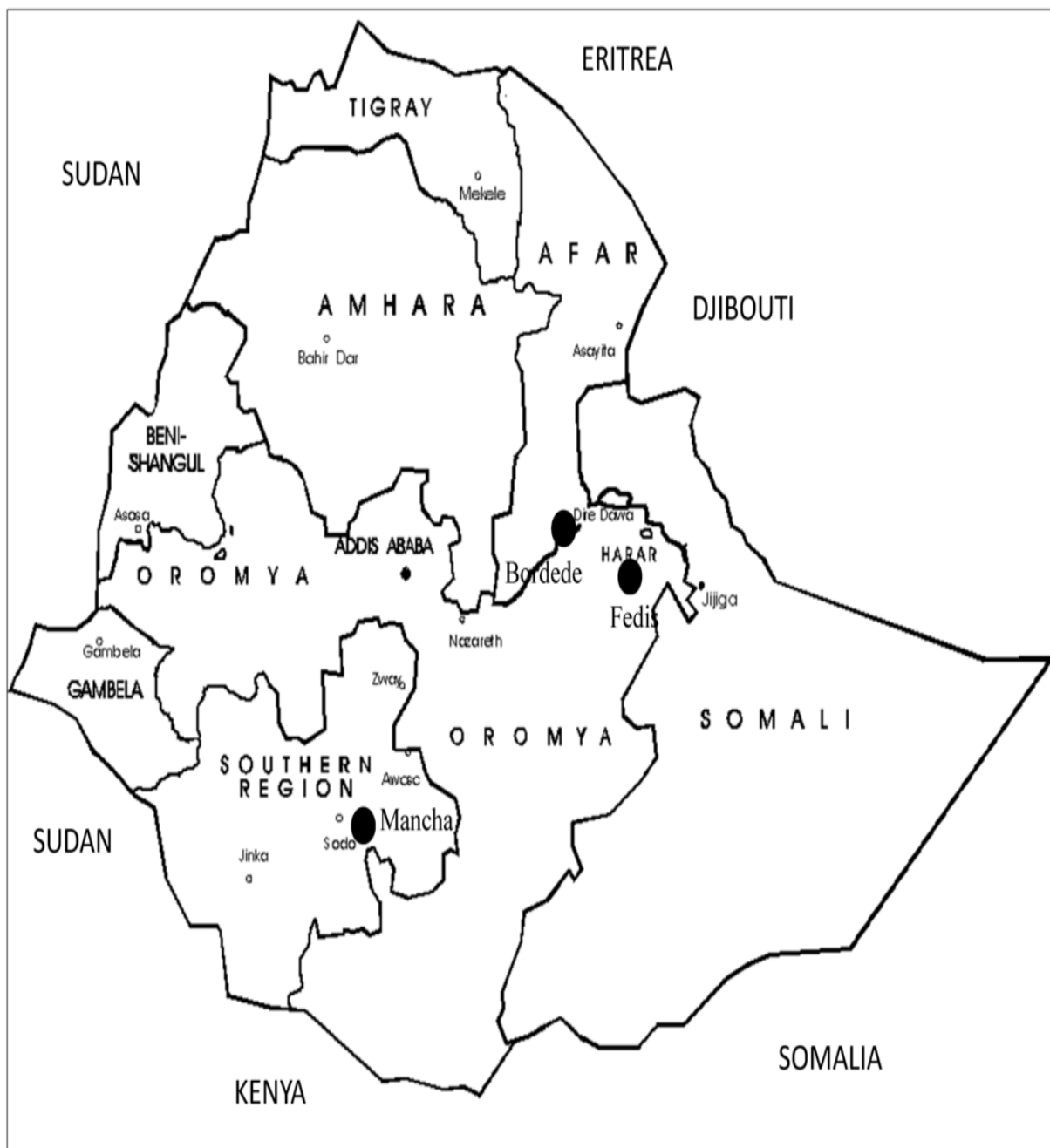
Although the Ethiopian government and private sector worked hard and achieved much in the area of health infrastructure construction and mid-level health professionals training, it does not appear that medical doctors' retention mechanisms are sorted out, to date (Berhan, 2008; Hartwig et al., 2008; Lindelow & Serneels, 2006). For instance, in "20 years' period (1987-2006), 73.2% of Ethiopian medical doctors left the public sector mainly due to attractive remuneration in overseas countries and local NGOs/private sectors" (Berhan, 2008, p. 3). The brain drain is so severe in Ethiopia that the nation's health minister has claimed that there are more Ethiopian doctors in Chicago than in his own country. Though globalization has both positive and negative influences on health systems in developing countries, for countries like Ethiopia, its impact is more negative than positive. Even though globalization enhances access to new technologies and less costly drugs, it also promotes the out-migration of physicians and nurses from countries with low incomes for health professionals to countries offering higher incomes for the same professional positions. Thus, globalization takes out the brains that are needed to innovate and utilize the modern technologies to deliver a high-quality health care service. For developing countries, which is very different for their developed counterparts, the effect of globalization is an exchange of a critical resource (HR) for non-critical resources (technologies and drugs).

There are also major gaps in performance management and accountability in the health sector, where strong systems and practices are required to link performance goal-setting with monitoring and improvement, and with regular performance appraisal, rewards, and professional development needs (Berhan, 2008; Lindelow & Serneels, 2006).

The above implies that it is imperative to investigate health workers' perceptions of the prevailing HRM practices in such an under-researched context, and to test whether these

perceptions might explain individual outcomes, such as public service motivation, job satisfaction, and organizational commitment. Findings in this area would enable the sub-Saharan Africa health sectors to draw lesson, from the developed nation-states regarding practices that help to retain and attract the qualified talent needed to bring local health care to a higher level.

Figure 1.1a Map of Present Ethiopia, Taken from the CIA World Fact Book



1.4 Methodology

The thesis explores the relationships between HRM practices, job satisfaction, PSM, and employees' organizational commitment. This is done by investigating the relationship of HRM practices with job satisfaction, PSM, and employees' organizational commitment in two empirical studies and the relationship of PSM and employees' organizational commitment in another study. In addition, the study investigates the relationships of employees' organizational commitment and job satisfaction with demographic variables such as age, gender, sectoral tenure, educational qualification, salary, job category, marital status, and sector of employment kept constant. In the course of the current thesis, we controlled for the demographic variables since they were known to have some associations with the constructs of the thesis.

1.4.1. Research design

A quantitative research design was deemed appropriate, primarily because of the nature of the subject and in order to allow for the precise and objective measurement of the dimensions of the constructs involved, such as HRM practices, job satisfaction, PSM, and employees' organizational commitment, as experienced by the respondents. A cross-sectional survey method is chosen because it allows the study of associations between variables of interest in such a limited period of time and on people whose nature of work is not convenient for a longitudinal survey. Although it is not valid to establish causal relations, this suffices to investigate the strengths and quality of relations between variables using a cross-sectional survey technique (Hair, Black, Babin, & Anderson, 2010). Given the challenges of respondents' unwillingness to engage in such an extra role of cooperating with researchers and the fact that most respondents are physicians who obviously are busy with patient care, the questionnaire method of data collection was considered appropriate. In this way a substantial amount of data could be obtained from a large number of employees in a relatively short period of time. This allowed for mobilization of four instruments such as HRM practice, job satisfaction, public service motivation, and employees' organizational commitment in a single data collection session.

1.4.2. Sampling and data collection

The survey was targeted at Ethiopian health workers in permanent employment. There is a total of 51 hospitals in Addis Ababa, from which 3 hospitals were randomly chosen as a sample

following a lottery method. A letter was sent to the medical directors of the three randomly selected hospitals in Addis Ababa, seeking permission to run a survey on their employees. After permission was obtained from the three hospitals, data were collected via a paper-based survey questionnaire. The questionnaire was distributed to all (1,100) permanent health workers in the three hospitals. To satisfy the hospitals' research ethical guidelines, we were expected to submit the research proposal including the questionnaire for the Institutional Review Board (IRB) to approve and issue ethical clearance, which took about three weeks. The researcher together with the field work assistants then approached the respondents one by one to get the questionnaire filled.

Though a total of 231 responses were obtained, due to missing values 7, 4, and 19 responses were discarded in study 1, 2, and 3 respectively. Based on an estimated total number of people approached, the response rate was determined to be about 21%. A majority of the survey respondents held a line staff position (83%), had a university undergraduate degree and below (78.1%), and were male (61.3%) and single (61.6%). On average, they were 34.6 years old, had worked in the health sector for 7.43 years, and earned a monthly salary of ETB 7014.53. Public employees made up about 49.4% of the respondents surveyed.

1.4.3. Measurement instruments

Four instruments were used to measure the constructs of the current thesis. These are organizational commitment, job satisfaction, HRM practices, and public service motivation. All items were measured on a 7-point Likert scale of 1 = strongly disagree, 7 = strongly agree, except HRM practices, which are measured on a 7-point Likert scale ranging from 1 = very low to 7 = very high. We measured organizational commitment with a 15-item scale from Mowday, Steers, and Porter (1979). This scale of measurement with cross-validated levels of predictive, convergent, and discriminant validity is used by 60% of studies (Mathieu & Zajac, 1990). Job satisfaction is measured with 20 items from the Minnesota Satisfaction Questionnaire (MSQ), adapted from Weiss, Dawis, and England (1967). As an indicator of HRM practices we adapted the 33 items from WERS98 to make them individual-based rather than establishment-based. PSM was measured with 33 items from Kim et al. (2013), which is an improved version of Perry (1996) scales for application in international studies. The study takes into account all PSM items in Perry's scales (1996), which since its development has been applied by various studies in different contexts (Kim et al., 2013; Liu, Tang, & Zhu, 2008; Pandey et al., 2008).

1.4.4. Psychometric analysis

A principal component analysis with the use of varimax rotation was used to test for convergent validity of the item scales that measure each dimension of the constructs of the thesis. Items with a loading coefficient of less than .30 are outright excluded from further analysis. Due to their low discriminatory capacity with the items of the other constructs, some items are excluded from the subsequent analysis using promax rotation. Finally, a single scale is developed for each of the variables by averaging items that fulfill both convergent and discriminant validity. In addition, we ascertain that the extracted average squared variance for every construct is greater than the squared correlation of the other construct, which is evidence of a good discriminant validity (Fornell & Larcker, 1981).

Cronbach alpha coefficients have been calculated for each construct and compared to the theoretical cutoff point of 0.7 (Cronbach, 1951; Hair et al., 2010). The Cronbach alpha coefficients of the constructs of the current thesis have a range of 0.72 - 0.94, where 0 indicates no internal consistency and 1 indicates the maximum internal consistency (Terre & Durrheim, 1999). Although the reliability of all the tests used in this study has already been determined and found satisfactory by the tests' respective developers, the reliability of each instrument for the total sample in the present study was also investigated and found to be sufficient.

1.4.5. Data analyses

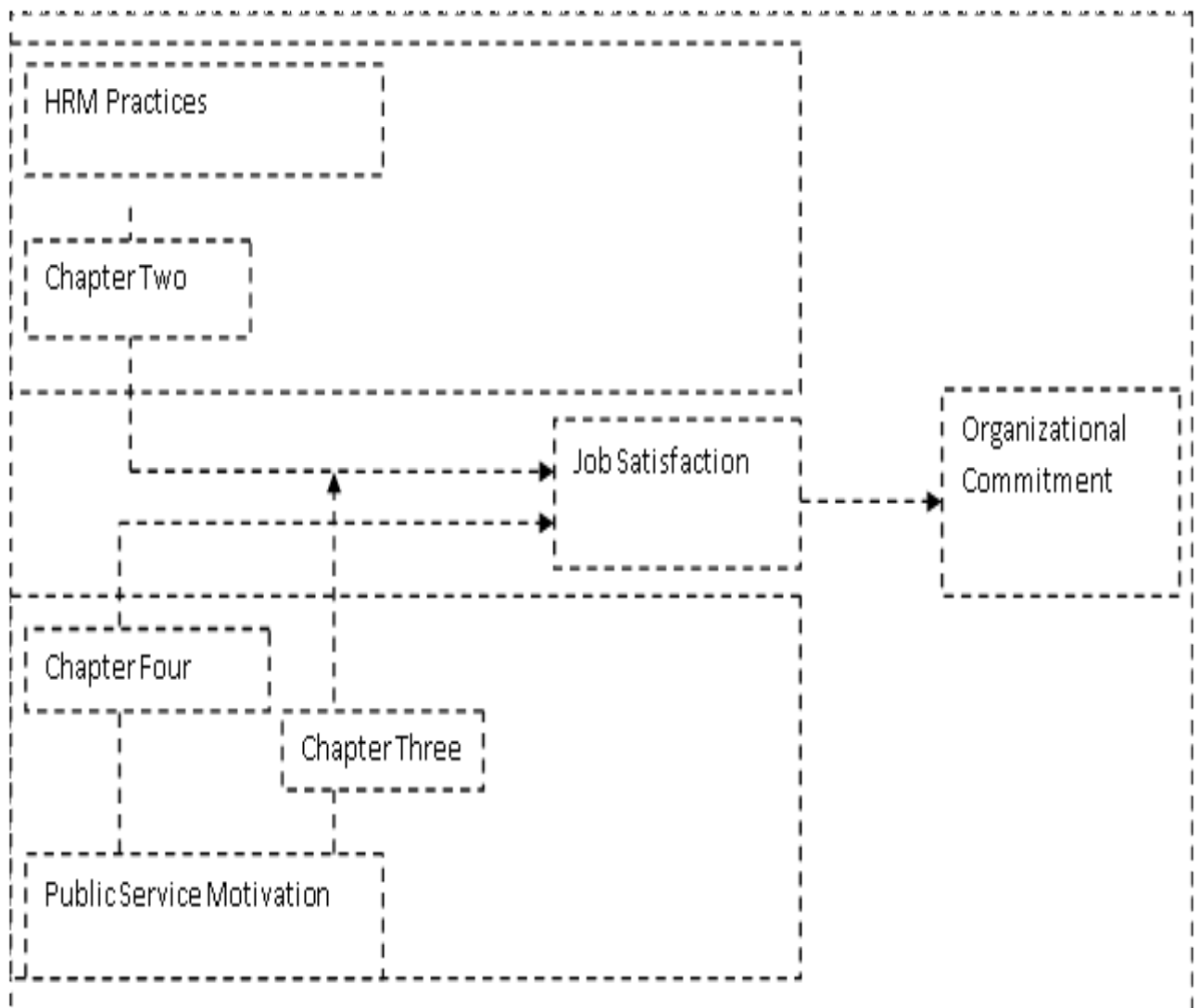
Through psychometric analysis, we ensured the validity and reliability of our data. We then tested the data for common-method variance using the Harman's one-factor test (Podsakoff, MacKenzie, & Podsakoff, 2012). Next, we analyzed the data using ordinary least squares using hierarchical regressions in SPSS version 22 as well as STATA version 13. To ensure the appropriateness of this estimation, we tested for linearity of the relationships, independence of the explanatory variables, and normality of the distributions, and we conducted a robust analysis to avoid heteroscedasticity among the variables. When appropriate, we tested the moderation effects using the Gaskination's StatWiki (Gaskin, 2012).

1.4.6. The current thesis

The thesis comprises five chapters, three of which are empirical studies. Chapters 2, 3, and 4 are the three empirical studies, written on the basis of the three basic research questions of the thesis. In the first empirical study, we study the effect of job satisfaction on the relationship

between HRM practices and employees' organizational commitment, which we present in Chapter 2. In Chapter 3, we test the moderation effect of public service motivation on the relationship between HRM practices and job satisfaction. The mediation effect of job satisfaction on the relationship between public service motivation and employees' organizational commitment is dealt with in Chapter 4. In the final analysis, we address the conclusions of the three studies, discuss practical implications, and suggest directions for further research. Figure 1.2 below depicts the structure of the current thesis.

Figure 1.2 The Structure of the Empirical Studies



CHAPTER TWO

2 EMPIRICAL STUDY ONE

HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Abstract

This study is an assessment of job satisfaction as a mediator in the human resource management-organizational commitment model based on a representative sample of 193 health workers in Ethiopia. As such, we extend the long-held theory of human resource management practices among the highly advanced industrial society of the West to a less industrially advanced society in sub-Saharan Africa, with due emphasis on the health sector. A cross-sectional survey using hierarchical regression analysis shows that job satisfaction fully mediates the effect of human resource management practices on organizational commitment. The findings imply that, although human resource management practice is a valuable tool in the establishment and maintenance of employee commitment, their effects are of more of an indirect than direct nature. Practical implications and future research directions are also presented.

Keywords: organizational commitment, Sub-Saharan Africa, job satisfaction, mediation, HRM practices.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

2.1 Introduction

In general, human resource management (HRM) practices reflect the mechanism through which organizations influence the attitudes and behaviors of workers towards better organizational performance (e. g., Bello-Pintado, 2015; Guest, 1997; Harris et al., 2007; Hauff, Alewell, & Hansen, 2014; Messersmith, Patel, Lepak, & Gould-Williams, 2011). Notwithstanding this, there is a need to take into account the individual's perceptions of bias and fairness (Moorman, 1991; Siu, Lu, & Spector, 2007). Based on Theory Y assumptions, Thangamuthu (2013) suggests that an HRM practice that focuses on empowering, developing, trusting, and managing employees as humans with specific needs would lead to the development of positive attitudes, which in turn improves performance. In the same vein, Gould-Williams and Davies (2005) and Gould-Williams (2007) assert that positive worker attitudes emanate from employees' perceptions of how committed their employer is to them. Most studies, based on the social exchange theory (See also, Blau, 1964, Homans, 1958), argue that HRM practices contribute to positive exchange relationships between worker and organization – especially when the needs of individual employees are considered, to which employees reciprocate with favorable attitudes and behaviors (Gould-Williams and Davies, 2005; Russell & Marie, 2005). In the same vein, employees' commitment to the organization emanates from the intrinsic and extrinsic benefits they associate with it (Mathieu & Zajac, 1990).

Though there are quite a large number of studies concerning the positive impact of HRM practices on organizational commitment (Marescaux, De Winne, & Sels, 2013), there are still claims that this impact is more indirect than direct (Meyer & Smith, 2000; Gould-Williams, Mostafa, & Bottomley, 2015; Mostafa & Gould-Williams, 2014). While a significant number of studies consider job satisfaction as one of the employee outcomes of HRM practices (e.g., Ray & Ray, 2011; Mostafa, Gould-Williams, & Bottomley, 2015), still quite a large number of studies show that it is an antecedent of organizational commitment (e. g., Liao, Hu, & Chung, 2009; Mowday et al., 1979). However, no empirical examination has indicated the underlying mechanism through which job satisfaction affects how HRM practices influence organizational commitment. This could be a reasonable ground to assume that the direct influences of HRM practices on organizational commitment might be confounded by the effect of job satisfaction as a mediator.

Though there is a growing body of research from the developing nations' perspective (see also Mostafa & Gould-Williams, 2014; Gould-Williams & Mohamed, 2010), in the view of Debrah and Budhwar (2004, p. 22), "Studies on HRM practices are dominated by findings

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

from the advanced industrial society in the West,” leaving little knowledge of how managers in various parts of the world, especially the developing nations, cope with issues and problems related to the management of manpower. Our study is therefore an attempt to extend the theory by testing its universality.

In line with the aforementioned gaps in the literature, the present study’s contribution is three-fold. First, by unveiling the underlying mechanism through which HRM practices influence employees’ organizational commitment, we shed light on the most vital question in the HRM practices-performance debate (Purcell & Kinnie, 2007; Van De Voorde et al., 2012). Second, we propose HRM practices for greater management effectiveness in developing countries with a similar underlying agenda of reform. Finally, we demonstrate the extent to which health workers’ organizational commitment is influenced by HRM practices by unlocking the mediating role of their job satisfaction.

2.2 Theoretical Framework

2.2.1 HRM practices and organizational commitment

It has become common practice among researchers to use labels like high-commitment, high-involvement and high-performance for types of models (Boon & Kalshoven, 2014; Guthrie, 2001; Mostafa & Gould-Williams, 2014; Shin, Inseong, & Johnngseok, 2016; Wood, 1996) instead of referring to conventional HRM practices. The high-commitment model, basically initiated by Walton (1985), has become prominent in the discussions due to its suitability for the technological changes and continuous improvement demanded by the highly competitive and unstable product markets. It is characterized by the use of such personnel practices as information dissemination, problem-solving groups, minimal status differences, job flexibility, and teamwork, which are more meaningful when used in combination with each other (Wood & De Menezes, 1998).

The persistent inability to find a strong association between satisfaction and performance has led to rising interest in organizational commitment, which is believed to be organization-centered and a potentially more stable concept (Guest, 2002). Mowday et al. (1979), defined organizational commitment as the relative strength of an individual's identification with and involvement in a particular organization, which is characterized by belief in and acceptance of organizational goals and values, willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization. Gbadamosi (2003) considers organizational commitment as a voluntary and dynamic phenomenon in which the

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

committed employee often expects something in return. This entails that the practitioners should find a means of reciprocating committed employees that manifests itself in the proper implementation of better HRM practices. A high level of employee commitment is related to the use of progressive HRM practices and results from investing in HRM practices that benefit employees (Guest, 2002; Wood & De Menezes, 1998). One such practice is to design a job that fits the employees and equip them with the necessary knowledge, skills, and attitudes to function autonomously and responsibly. Since organizational commitment refers to relatively more stable attitudes held by individuals towards their organization, the more favorable they are, the greater the individual's acceptance of the goals of the organization, as well as their willingness to exert more effort on behalf of the organization (Mowday et al., 1979). The fact that employees' level of commitment to their organization affects various other facets of their behavior makes it imperative for managers to enhance such commitment by paying attention to the factors upon which it is said to be dependent. According to Wright and Kehoe (2008), people make sense of the HRM practices they experience, and this sense-making may influence their response in terms of commitment.

In an early review of the HRM performance literature, Dyer and Reeves (1995) suggest four levels of outcomes of HRM practices, one of which is employee outcome. Since employee outcome consists of such affective reactions as satisfaction and commitment (Wright & Kehoe, 2008), it is possible for HRM practices to have a significant positive influence on the organizational commitment of employees (Kinnie, Hutchinson, Purcell, Rayton, & Swart, 2005; Smeenk, Eisinga, Teelken, & Doorewaard, 2006; Wright, Gardner, & Moynihan, 2003). Unlike approaches taken by researchers in the past, the present study is based on employees' perceptions following Kinnie et al. (2005, p. 3), who argue that "asking senior executives to indicate practices has less validity than asking employees themselves." In line with these arguments, HRM practices measured at an individual worker level and the resultant level of the worker's commitment seem to have a positive relationship (Cao & Hamori, 2015; Edgar & Geare, 2005; Gbadamosi, 2003; Kinnie et al., 2005).

H_{1c}: HRM practices positively influence organizational commitment.

2.2.2 HRM practices and job satisfaction

HRM practices that are adopted by organizations have a significant impact on the well-being of their workforces, and this impact has a tendency to be more positive than negative (Bibi, Lanrong, & Haseeb, 2012; Peccei, 2004; Steijn, 2004). The debate on the nature of the

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

association between HRM practices and employee well-being is still ongoing. Whereas the optimists hold the view that the adoption of progressive HR policies and practices by management is associated with higher levels of job discretion and empowerment for employees (Ray & Ray 2011; Snape & Redman, 2010; Peccei, 2004; Edgar & Geare, 2005), the pessimistic view considers progressive HRM practices as essentially harmful to workers (DeHart-Davis, Davis, & Mohr, 2014). For optimists, the establishment of a generally more interesting, rewarding, and supportive work environment by employers will in turn result in a better quality of work life for employees and, therefore, a generally more satisfied and integrated workforce (Ray & Ray, 2011; Mostafa & Gould-Williams, 2014). In the pessimists' perspective, workers may view the adoption of more advanced HRM practices by organizations as leading to an intensification of work and to a generally more systematic exploitation of employees (Guest, 2002; Landsbergis, Cahill, & Schnall, 1999). With progressive HRM practices comes increased surveillance and monitoring of worker effort by both management and fellow workers (Barker, 1993; Sewell & Wilkinson, 1992). Pertinent to the two polarized arguments, we would like to test which one of the two perspectives truly prevails, taking the optimistic view as a benchmark.

H_{1a}: The perceived level of HRM practices positively influences employees' level of job satisfaction.

2.1.1 The mediation effect of job satisfaction

Notwithstanding the widely-held view of the influence that HRM practices directly pose on organizational commitment, which is also part of the present study's model, we aim to extend this view by testing the indirect influence of the former on the latter through job satisfaction. At this stage of the study, we assume and look for a universally positive set of relationships between HRM practices and job satisfaction as well as between job satisfaction and organizational commitment. Together, these constructs may lead us to a better understanding of how HRM practices can positively impact organizational commitment. In so doing, we will first examine the association between HRM practices and job satisfaction, and then between job satisfaction and organizational commitment. These examinations will enable us to explore more complex ways in which the two constructs might relate to each other and thus impact organizational commitment.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Job satisfaction and organizational commitment

As an attitude, commitment differs from the concept of job satisfaction in several ways (Brooke, Russell, & Price, 1988; Chan & Qiu, 2011; Oyewobi, Suleiman, & Muhammad-Jamil, 2012; Rusu, 2013). While organizational commitment as a construct is more global, reflecting a general affective response to the organization as a whole (Mowday et al., 1979), job satisfaction reflects one's response either to one's job or to certain aspects of one's job (Locke, 1976). In addition, Meyer, Stanley, Herscovitch, and Topolnytsky (2002) Meyer et al. (2002) included job satisfaction as one of the major correlates of employees' organizational commitment. Whereas commitment attitudes appear to develop gradually but consistently over time as individuals think about the relationship between themselves and their employer, satisfaction is a less stable measure over time, reflecting more immediate reactions to specific and tangible aspects of the work environment (Mowday et al., 1979; Orth et al., 2012; Porter et al., 1974). From this argument one can deduce that the job is the major source of motivation for workers, and it is the responsibility of the organization to create jobs and a job environment so as to generate satisfaction, which then gradually results in enhanced organizational commitment by employees. In most cases, a higher level of job satisfaction is associated with an improved level of organizational commitment (Azeem, 2010; DeCotiis & Summers, 1987; Steers, 1977; Suma & Lesha, 2013; Veličković et al., 2014). It is predicted, therefore, that individuals highly satisfied with their job are committed to an organization's goals and willing to devote a great deal of energy towards those ends by remaining with the organization in an effort to help the organization achieve its objectives.

H_{1b}: Workers' level of job satisfaction positively influences their organizational commitment.

HRM practices, job satisfaction and organizational commitment

In their study of the influence of different measures of progressive HRM on employee attitudes, Edgar & Geare (2005) found that nearly 51% of the variance in organizational commitment and 58% of the variance in job satisfaction can be explained by one or more of the measures of HRM practices. However, they did not show what will happen to the impact of HRM practices when any one of the employee's attitudes is used as a mediator. Due to the closer and stronger correlation of job satisfaction with organizational commitment, HRM practices' influence on organizational commitment would be more indirect than direct. With the exception of Mostafa & Gould-Williams (2014), Schopman, Kalshoven, and Boon (2015) and Meyer and Smith (2000), most studies involving HRM practices and organizational commitment report the direct

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

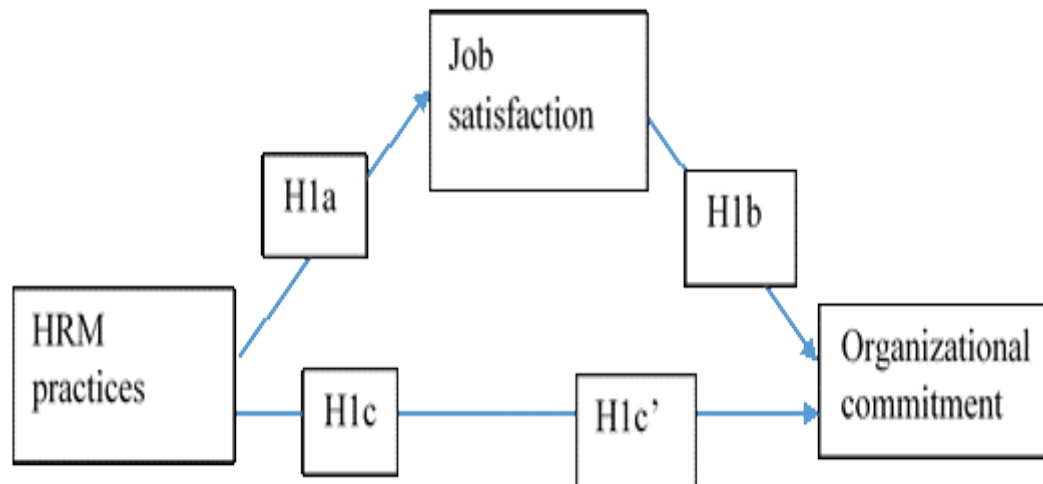
effects of the former on the latter. One of the few prominent studies based on data from the developing part of the world (i.e., the Egyptian public sector) by Mostafa and Gould-Williams (2014) claims that person-organization fit is the mechanism through which high-performance HRM practice affects employee outcomes. However, empirical evidence of the effect of HRM practices on organizational commitment through job satisfaction cannot be found.

In the same vein, we argue that much about job satisfaction depends on the workers' feelings about organizational support, which does not hold true for organizational commitment, which may depend on employees' personal feelings. The basic idea here is that workers who cherish their job would hold a considerably positive attitude towards the organization for which they work. With the HRM practices-to-commitment mediation model, we presume that perceived HRM practices, such as work design, family friendliness, and pay structure, engender a positive attitude towards the organization, perhaps through enhanced job satisfaction.

H1c': Workers' level of job satisfaction fully mediates the influence of HRM practices on organizational commitment.

Figure 2.1. below summarizes the model of the organizational commitment process. Based on social exchange theory, we propose that human resource policies that empower, develop, trust, and manage employees to function responsibly and autonomously ultimately lead to employees' organizational commitment by creating job satisfaction.

Figure 2.1. Theoretical Model



2.3 Methods

2.2.3 Research context

Data for this study is collected from the health sector of the sub-Saharan African country of Ethiopia. According to the 2000 World Health Report, there are three primary policy goals: to improve the health of the population, to assure that health services are responsive to the public, and to ensure equitable payment systems (WHO, 2000). In resource-poor settings like Ethiopia, hospitals are particularly challenged to provide quality and timely care, as human and physical resources are severely limited (Hartwig et al., 2008). In line with this, many countries in sub-Saharan Africa have been undergoing health sector and civil service reforms since 1992 that directly influence the design of the public health care system, the use of human resources and the role of the private sector in health care financing and delivery (Hartwig et al., 2008). The implementation of business process reengineering (BPR) in the Ethiopian health sector is a typical example of the changes that are being undertaken. The potential of HRM practices to augment the success of these efforts and the prevailing absence of empirical evidence on the impact of HRM practices on various forms of employee outcomes, particularly in sub-Saharan Africa, makes the present study more relevant. Located in the Horn of Africa, Ethiopia is the oldest nation in Africa and one of the oldest in the world, with a population of nearly 96.6

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

million people (CIA, 2015). Despite steady increases in physicians being trained over the past 10 years, Ethiopia continues to have a severe shortage of physicians, with an estimated 1 physician per 33,000 people, which is sharply lower than the WHO standard of 1 physician per 12,000 people (WHO, 2006) for developing countries. Of the 131 hospitals in the country, 65% are public hospitals (FMOH, 2010). For more than a decade, Ethiopia has been implementing health sector reform and is now in its third phase of strategic planning (FMOH, 2010). As noted by Hartwig et al., (2008), the most difficult areas in Ethiopian hospitals are human resources, administration, and budgeting. Consistent with this, (Berhan, 2008) argues that investment in HRM capacity development is limited, which is manifested in limited technical skills and experience of existing human resources department staff and leadership, inadequate human resource structures and staffing at all levels, and limited capacity and practices in strategic and operational human resources planning and budgeting. Furthermore, inadequate financial support to institutionalize the new management processes is a barrier towards achieving the primary goals set forth in the 2000 World Health Report (Hartwig et al., 2008). A 2005 assessment of Ethiopian health workers by the World Bank revealed similar issues with regard to staff morale, training, and motivation (Lindelov & Serneels, 2006).

2.2.4 Sampling procedures

Survey questionnaires are administered to 1,100 full-time employees of three hospitals located in the capital, Addis Ababa. In order to control for the variation of the outcome variable at the hospital level, we considered workers from both public and private hospitals, but controlled for it in the regression analysis. There are 51 hospitals in the study area, of which 12 belong to the public and the rest are privately owned (FMOH, 2009). The highest concentration of health workers in Ethiopia are found in Addis Ababa (FMOH, 2010), which makes the sample more representative. One public hospital and two private were chosen by using a simple random sampling technique following the lottery method. The multilingual nature of the research site and the fact that participants in the study area have experienced English as a medium of instruction make the use of an English version of the questionnaire justifiable. Out of 1,100 questionnaires, 200 (19%) responses were obtained. Due to missing values, list-wise deletions yielded 193 usable responses for analysis. Whereas 95 (49.2%) of the responses are from the public hospital workers, 98 (50.8%) are from private hospital workers. Of the respondents, 60.6% are male. Furthermore, 61.1% of the respondents are unmarried, and 83.4% of them are currently working as health staff (non-administrative). With regard to education, 78.2% of the

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

respondents have bachelor's degrees or below and the rest have master's degrees and above. Table 2.6 depicts that the respondents on average are 34.5 years old, with a sectoral tenure of 7.5 years and a salary of ETB 7,118 per month. Detailed data on demographic distribution of the responses are given in Table 2.1 below.

Table 2.1. Socio-demographic Background of the Participants

Variables	Response category	Frequency	Percent	Valid %	Cumulative %
Gender	Male	117	60.6	60.6	60.6
	Female	76	39.4	39.4	100.0
	Total	193	100.0	100.0	
Marital status	Married	75	38.9	38.9	38.9
	Single	118	61.1	61.1	100.0
	Total	193	100.0	100.0	
Job category	Administrative staff	32	16.6	16.6	16.6
	Line workers	161	83.4	83.4	100.0
	Total	193	100.0	100.0	
Level of qualification	MSc/MA/& above	42	21.8	21.8	21.8
	BA/BSc/MD	151	78.2	78.2	100.0
	Total	193	100.0	100.0	
Sector of employment	Public	95	49.2	49.2	49.2
	Private	98	58.8	58.8	100.0

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

2.2.5 Measures

To ensure adequate measurement for each variable, previously established multi-item scales were used. The choices of scales of measurement and psychometric analysis for organizational commitment, job satisfaction, and HRM practices are discussed hereafter.

Organizational commitment (COM)

Organizational commitment was measured with a 15-item scale adapted from Mowday et al., (1979). Nine positively and six negatively stated items were presented to the respondents, with

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

responses ranging from 1 = strongly disagree to 7 = strongly agree. This scale of measurement with cross-validated levels of predictive, convergent, and discriminant validity is used by 60% of studies, as investigated by Mathieu and Zajac (1990). A principal component analysis with the use of varimax rotation yielded a single factor with 10 items of Eigen value greater than 1. Due to their low discriminatory capacity with the items of the other two constructs, three more items were excluded in the subsequent analysis using promax rotation, whereby a single factor termed as organizational commitment with seven items of proper convergent and discriminant validity was considered. This short form of organizational commitment questionnaire is the same as what was recommended by Allen and Meyer (1990), except for the two items deleted for the sake of validity. Detailed information about the item loadings, percentage of variance explained and reliability coefficient is presented in Table2.2.

Table 2.2. Component Matrix for Organizational Commitment

Item	Item loadings
I am proud to tell others that I am part of this organization	.812
I talk up this organization to my friends as a great organization to work for	.773
I find that my values and the organization's values are very similar	.733
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	.703
This organization really inspires the very best in me in the way of job performance	.684
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	.642
I really care about the fate of this organization	.607
Using principal component analysis and one component extracted, with 50.5% of the variance explained and Cronbach's alpha = 0.833.	

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Job satisfaction measurement (JSAT)

This is initially measured with 20 items on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). The Minnesota Satisfaction Questionnaire (MSQ), adapted from Weiss et al., (1967), may be computed into one overall level of satisfaction score or combined to form subscales measuring extrinsic and intrinsic factors. The MSQ helps obtain a more individualized representation of job satisfaction than other measures do (Weiss et al., 1967). With the use of varimax rotation, a single factor with 12 items of Eigen value greater than 1 was extracted. For detailed information on items, factor loadings, percentage of variance explained, and reliability coefficients refer to Table 2.3.

Table 1.3. Component Matrix for Job Satisfaction

Items	Item loadings
My boss backs up his subordinates	.834
My boss takes care that her/his subordinates are trained well	.832
I can do something different every day	.821
I have good working conditions	.817
Steady employment is provided	.773
I receive recognition for the work I do	.764
I can make decisions on my own	.691
The organization administers its policies fairly	.641
I can do things for other people	.554
Using principal component analysis and one component extracted, with 56.74% of the total variance explained and Cronbach's alpha = 0.903	

HRM practices measurement

Empirical evidence reveals that there is some confusion over what constitutes HRM practices (Peccei, 2004). As an initial indicator of HRM practices, we used 33 items included in WERS98 adapted to be used for workers, measured on a 7-point Likert scale ranging from 1 = very low to 7 = very high. Our choice of the WERS 1998 measures of HRM is based on the assumption that the Ethiopian approach to management of the health sector is similar to what was believed to be the distinctive features of UK public sector practice (Farnham & Horton, 1996). The two share such practices as paternalistic management, standardization of employment practices, and a collective approach to industrial relations. A principal component analysis with the use of

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

varimax rotation yielded one factor with 20 items of Eigen value greater than 1. Due to their low discriminatory capacity with the items of the other two constructs, a single factor with 10 items is considered to form a single construct HRM practice. Table 2.4. depicts details of the items, factor loadings and variance explained, and the reliability coefficient.

Table 2.4. Component Matrix for HRM Practices

Items	Item loadings
Percent pay increase at establishment in last year	.746
Percent of workforce earning above the minimum requirement for their monthly consumption	.740
Range of equal opportunity policies and practices in place	.739
Extent of wage dispersion at workplace	.733
Extent of use of self-managed teams	.728
Extent of job discretion/autonomy	.724
Range of family-friendly policies and practices in place	.714
Extent of harmonization of non-pay benefits	.713
Percent of workforce that is multi-skilled	.702
Extent of job specialization (number of job categories)	.672
Using principal component analysis and component extracted, with 52.05% of the total variance explained and Cronbach's alpha = 0.897.	

Briefly, all constructs in the present study fulfil the criterion for internally consistent established factors because they all have Cronbach's alpha values of greater than 0.70, indicating the highest reliability (Hair et al., 2010). To check for the discriminant validity of our constructs, we entered all of the items (26) into a principal component analysis using promax rotation, then extracted three non-overlapping factors: HRM practices (10 items), job satisfaction (9 items), and organizational commitment (7 items). We then checked whether an extracted average squared variance for the three constructs was greater than their squared correlation or not. Based on this comparison, the existence of discriminant validity is also guaranteed. Detailed information is given in Table 2.5.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Table 2.5. Component Matrix for Discriminant Analysis

Items	Factor loadings		
	HRM Practice	JSAT	COM
Extent of harmonization of non-pay benefits	.779		
Range of equal opportunity policies and practices in place	.769		
Percent of workforce earning above the minimum requirement for their monthly consumption	.759		
Percent pay increase at establishment in last year	.758		
Extent of wage dispersion at workplace	.756		
Range of family-friendly policies and practices in place	.753		
Extent of job discretion/autonomy	.712		
Percent of workforce that is multi-skilled	.700		
Extent of use of self-managed teams	.678		
Extent of job specialization (number of job categories)	.658		
My boss takes care that her/his subordinates are trained well		.879	
I can do something different every day		.858	
My boss backs up his subordinates		.852	
I have good working conditions		.822	
Steady employment is provided		.784	
I receive recognition for the work I do		.712	
I can make decisions on my own		.635	
I can do things for other people		.584	
The organization administers its policies fairly		.571	
I talk up this organization to my friends as a great organization to work for			.835
I am proud to tell others that I am part of this organization			.820

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful	.711
I find that my values and the organization's values are very similar	.629
I really care about the fate of this organization	.601
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	.584
This organization really inspires the very best in me in the way of job performance	.505

Extraction method: principal component analysis. Rotation method: promax with Kaiser normalization. Rotation converged in 5 iterations. 55.2% of the variance explained.

2.2.6 Control variables

A large number of previous studies indicated the association between demographic variables and employee behavior (Mathieu & Zajac, 1990; Schmidt, 2009). Such personal characteristics as age, education, and work experience are usually considered to be precursors of organizational commitment (e. g., Steers, 1977; Vila & García, 2005). Guest (1987) suggests that at an individual level, commitment correlates with age, tenure, lower education, women, and strong work ethic. Following the aforementioned findings, we measured gender, educational qualification, marital status, job category, and sector of employment by taking male, MSC/MA/above, married, administrative staff, and public sector as reference groups, respectively. Employees' age and organizational tenure are measured in years, while salary is measured as monthly earning in ETB. All demographic variables are treated as a control model in the course of the study.

2.2.7 Common method variance (CMV)

The fact that our data are from one source at one point in time makes CMV a potential concern (Chang, Arjen, & Eden, 2010). In addition to assuring respondents of the anonymity and confidentiality of their response in an ex ante effort to avoid CMV, we conducted Harman's single-factor test by examining the unrotated factor solution involving items of all variables of interest (10 items of HRM practices, 9 items of job satisfaction, and 7 items of organizational

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

commitment) in one exploratory factor analysis (EFA). We found six factors with Eigen values greater than 1, and the amounts of variance they explained are 29.2%, 17.2%, 8.8%, 6.4%, 5.2%, and 4%, respectively. Since no single factor accounted for the majority of the variance, CMV is not a concern.

2.2.8 Descriptive statistics and correlation analysis of variables

After cleaning the data for inconsistencies, we established composite measures for all the variables of interest and began the analysis with descriptive and zero-order correlations. Table summarizes the descriptive statistics and correlations for the variables used in the study. In short, the figures confirm a weak but statistically significant positive relationship among organizational commitment and HRM practices ($r = 0.163, p < 0.05$). Job satisfaction seems to have a strong correlation with organizational commitment ($r = 0.486, p < 0.01$) and with HRM practices ($r = .225, p < .01$), which supports Hypotheses 2 and 3. Among the control variables, only salary correlates with job satisfaction ($r = .202, p < .01$) and with HRM practices ($r = .191, p < .05$). This suggests that using this measure as a control variable will result in a conservative test of our hypotheses.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Table 2.6. Means, Standard Deviations, and Zero Order Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10
Tenure	7.5	6.4										
Age	34.5	8.1	.612**									
Salary	7118	8224	.104	.239**								
Gender			.098	-.004	-.110							
Educational qualification			-.208**	-.061	-.140	.040						
Job category			-.062	-.078	.054	.017	.103					
Marital status			-.284**	-.285**	-.322**	-.162*	.121	-.041				
Sector of employment			-.188**	-.173**	-.085	.115	.109	.146*	.023			
Job satisfaction	4.8	1.2	-.044	-.036	.202**	.049	-.033	-.026	-.075	.083		
Organizational commitment	5.2	1.1	.086	.033	.134	.073	-.034	-.127	-.099	-.108	.486**	
HRM practices	4.3	1.1	.017	.145*	.191**	.015	-.126	.047	-.112	.012	.225**	.163*

** . Correlation is significant at the 0.01 level (2-tailed), * . Correlation is significant at the 0.05 level (2-tailed)

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

2.3 Results and Hypothesis Testing

At this stage of the study, hierarchical multiple regression and mediation analysis with process macro SPSS Hayes (2013) were conducted, followed by hypothesis testing. The results from these analyses support all the proposed hypotheses.

Hypothesis 1c asserts that workers who hold the perception that HRM practices are in place will ultimately exhibit a higher level of organizational commitment than those who do not. In Table 2.7, showing Model 1, only the control variables were included. Of the control variables, job category and salary came out as marginally significant predictors of organizational commitment ($\beta = -0.365$, $p < 0.10$; ($\beta = 0.00002$, $p < 0.10$). The control variables explain 6% of the variance in organizational commitment. The result of step 2 in Table 2.7 indicates that a perceived level of HRM practices has a significant positive influence on organizational commitment ($\beta = 0.162$, $p < 0.05$) and uniquely explains 2.5% of the change in organizational commitment. Hence Hypothesis 1c is supported.

Table 2.7. Results of Regression Analysis for Organizational Commitment

Variables	Step 1	Step 2
Constants:	5.683**	5.100**
Tenure	0.014	0.018
Age	-0.012	-0.016
Salary	-0.000 ⁺	-0.000
Gender	0.181	0.166
Educational qualification	0.061	0.116
Job category	-0.365 ⁺	-0.389*
Marital status	-0.100	-0.089
Sector of employment	0.185	-.196
HRM practices		0.162*
R ²	0.06	0.084
R ² – change	0.06	0.025
F – change	1.455	4.939*
F – ANOVA	1.455	1.870
N	193	193

⁺ $p < .10$, * $p < .05$, and ** $p < .01$.

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Hypothesis 1a proposed a positive influence of the perceived level of HRM practices on employees' level of job satisfaction. Table 2.8 outlines the results of the regression analysis. In step 1, only salary had come out as a significant predictor of job satisfaction ($\beta = 0.00003$, $p < 0.01$). The control variables explain 6.5% of the variance in job satisfaction. Step 2 in the same table involved the addition of HRM practices, which resulted in a significant influence on job satisfaction ($\beta = 0.226$, $p < 0.01$). Hypothesis 1a is therefore supported, with HRM practices uniquely explaining 3.8% of the change in job satisfaction.

Table 2.8. Results of Regression Analysis for Job Satisfaction

Variables	Step 1	Step 2
Constants:	4.964**	4.153**
Tenure	-0.005	0.001
Age	-0.010	-0.016
Salary	-0.00003**	-0.00003**
Gender	0.155	0.135
Educational qualification	-0.040	0.037
Job category	-0.186	-0.220
Marital status	-0.049	-0.034
Sector of employment	0.209	0.193
HRM practices		0.226**
R ²	0.065	0.103
R ² – change	0.065	0.038
F – change	1.59	7.833**
F – ANOVA	1.59	2.336*
N	193	193

[†] $p < .10$, * $p < .05$ and ** $p < .01$.

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

In Hypothesis 1b, our assertion was that workers' level of job satisfaction positively affects their level of organizational commitment. Results of the regression analysis are depicted in Table 2.9; in step 1, none of the control variables appeared as significant predictors of organizational commitment. Nonetheless, the control variables explain 6% of the change in

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

organizational commitment. The result of step 2 indicates that workers' level of job satisfaction has a positive influence on organizational commitment ($\beta = 0.435$, $p < 0.01$) and uniquely explains 22.1% of the change in organizational commitment. The result is consistent with our assertion in Hypothesis 1b.

Table 2.9. Results of Regression Analysis for Organizational Commitment (Job Satisfaction)

Variables	Model 1	Model 2
Constants:	5.683**	3.523**
Tenure	0.014	0.016
Age	-0.012	-0.007
Salary	-0.00002 ⁺	-0.00004
Gender	0.181	0.113
Educational qualification	0.061	0.078
Job category	-0.365 ⁺	-0.284
Marital status	-0.100	-0.079
Sector of employment	-0.185	-0.276*
Job satisfaction		0.435**
R ²	0.06	0.280
R ² – change	0.06	0.221
F – change	1.45	56.113**
F – ANOVA	1.45	7.916**
N	193	193

⁺ $p < .10$, * $p < .05$, and ** $p < .01$.

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

First, we hypothesized that job satisfaction fully and positively mediates the relationship between perceived HRM practices and organizational commitment (Hypothesis 1c'). It can be seen in Table 2.10, step 1, that perceived HRM practices significantly and positively affect employees' level of organizational commitment ($\beta = 0.162$, $p < 0.05$). In step 2, perceived HRM practices significantly and positively influence employees' job satisfaction ($\beta = 0.226$, p

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

< 0.01), which in turn contributes significantly and positively to the workers' level of organizational commitment ($\beta = 0.423$, $p < 0.001$) in step 3. When job satisfaction is controlled for, the direct impact of HRM practices on organizational commitment is no longer significant. This implies that the positive relationship between perceived HRM practices and the workers' level of organizational commitment is fully mediated by the extent to which employees are satisfied with their job (Baron & Kenny, 1986). More specifically, employees' positive perceptions of their organizations' HRM practices help to promote organizational commitment when they feel a higher level of job satisfaction. This finding is consistent with Hypothesis 1c' of the present study. HRM practices and job satisfaction together explain 26.8% of the change in organizational commitment. HRM practices' capability to explain the change in organizational commitment improves from 7.6% under the simple model to 28.42% after the level of job satisfaction is made part of the HRM practices-organizational mediation model.

Sobel's test was conducted to further test the significance of the indirect effect of the human resources management practice. The result (Sobel's test statistic = 2.624, SE = 0.036, $p < 0.01$) confirms the significance of the indirect effect of human resource management practices on employees' organizational commitment through its positive relationship with employees' job satisfaction. Hence, employees' level of job satisfaction fully mediates the relationship between human resource management practices and employees' organizational commitment, thereby supporting Hypothesis 1c'.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Table 2.10. Mediation Analysis of Job Satisfaction

	(Step 1)	(Step 2)	(Step 3)
	Organizational Commitment	Job Satisfaction	Organizational Commitment
HRM practices	0.162* (0.0766)	0.226* (0.0957)	0.0668 (0.0756)
Organizational tenure	0.0182 (0.0141)	0.000669 (0.0150)	0.0179 (0.0130)
Age	-0.0161 (0.0118)	-0.0161 (0.0123)	-0.00930 (0.0106)
Salary	0.0000156* (0.00000760)	0.0000292*** (0.00000793)	0.00000324 (0.00000710)
Gender	0.166 (0.152)	0.135 (0.175)	0.109 (0.133)
Educational qualification	0.116 (0.198)	0.0374 (0.227)	0.1000 (0.184)
Job category	-0.389 (0.225)	-0.220 (0.194)	-0.296 (0.192)
Marital status	-0.0894 (0.164)	-0.0338 (0.178)	-0.0751 (0.143)
Sector of employment	-0.196 (0.148)	0.193 (0.168)	-0.278* (0.134)
Job satisfaction			0.423*** (0.0613)
_cons	5.100*** (0.552)	4.153*** (0.595)	3.344*** (0.525)
<i>N</i>	193	193	193
<i>R</i> ²	0.076	0.1031**	0.2842***

Standard errors in parentheses, * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Qualification: BA/BSc = 1, MSc/MA = 0; Sector: Private = 1, Public = 0.

2.4 Discussions

This study attempted to examine the relationship between HRM practices, job satisfaction, and organizational commitment. Initially, we hypothesized that an employee's perception of HRM

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

practices positively impacts their level of organizational commitment (Hypothesis 1c) and job satisfaction (Hypothesis 1a). In the same model, we also hypothesized that job satisfaction positively influences organizational commitment (Hypothesis 1b). Finally, we tested the combined model that incorporates all the predicted paths (Hypothesis 1c'). In the combined model, we hypothesized that an employee's level of job satisfaction fully mediates the relationship between HRM practices and organizational commitment.

In fact, all the path coefficients that were estimated in the model were found to be significant, providing strong support to all the hypotheses of the present study. This proves that the links between perceived HRM practices and the resulting level of employee organizational commitment are fully mediated by an employee's attitude towards his/her job. To be more specific, we found that an employee's positive perceptions of the organization's level of HRM practices raise the level of their job satisfaction, which in turn contributes to an increased level of organizational commitment. Hence, we may conclude from these findings that the effects of HRM practices on employees' level of organizational commitment is rather indirect: Job satisfaction serves a central role in facilitating an understanding of HRM practices' effect on employees' organizational commitment in the health sector. An additional 21.82% of explained change in organizational commitment due to the mediation role of job satisfaction between HRM practices and organizational commitment is also a tremendous breakthrough towards improving the explanatory capacity of the model. This is good evidence for the assumption that job satisfaction is the condition through which employees determine whether or not they need to reciprocate the HRM practices with organizational commitment.

2.5 Conclusion

The findings from the present study are good evidence for the assumption that job satisfaction is the condition through which employees determine whether or not they need to reciprocate the perceived HRM practices with organizational commitment. Despite the study's support of the previous works pertaining to the direct positive impact of HRM practices on organizational commitment (Kinnie et al., 2005; Cao & Hamori 2015; Wright, Gardner, & Moynihan, 2003), our final result indicates that the relation is not a direct one.

Contrary to the views of pessimist scholars, we found adequate evidence of a positive relation between HRM practices and job satisfaction (Thangamuthu, 2013; Peccei, 2004; Bibi, Lanrong, & Haseeb, 2012). So, we are of the view that the higher the employee's rating of the HRM practices, the stronger their self-reported level of job satisfaction will be.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

Consistent with the claims of those earlier findings, a positive relation of job satisfaction with organizational commitment (Eslami & Gharakhani, 2012; Mowday et al., 1979) is noted in the course of the present study. In the final analysis, we reaffirm the conclusions by Meyer & Smith (2000), by showing that the effect of HRM practices on an employee's organizational commitment is not direct. Rather, it is when the HRM practices are capable of yielding a reasonable level of job satisfaction that employees feel a sense of identification with and involvement in the affairs of the organization.

2.6 Implication for Practitioners and Theory

The study has important implications for the HRM literature. In line with the findings of our study, we recommend that jobs be designed to make work as attractive and demanding as possible and to allow participation and information provision so as to deliver higher job satisfaction. Evidence from the data presented in this paper also implies that job satisfaction is an important correlate of employees' organizational commitment. With the exception of the works of Meyer & Smith (2000) and Whitener (2001), little had been done previously to test the indirect link between HRM practices and organizational commitment.

In order to unlock the process through which HRM practices influence employees' organizational commitment, job satisfaction was statistically controlled. Hence, we demonstrated that job satisfaction serves as a mediator between HRM practices and organizational commitment. This a novel contribution towards the universality of the open debate on the HRM-commitment model. By implication, the reason behind the variance in commitment levels attributed to the same HRM practice is perhaps due to the mediation role that job satisfaction plays in the HRM-organizational commitment model.

Moreover, our findings make a very crucial contribution to compensating for the shortage of empirical literature on HRM and organizational behavior that is based on evidence from a less industrially advanced society, particularly with an emphasis on the health sector. By and large, the findings of the present study could be of help in the efforts of developing countries in general and sub-Saharan African countries in particular to develop their own HRM model to mitigate the challenges of losing valuable health workers to more industrially advanced nations.

A possible policy implication of this finding is that in sub-Saharan Africa, HRM practices need to be implemented in such a way as to increase employees' level of job satisfaction, which eventually results in the enhancement of their organizational commitment.

CHAPTER TWO: HRM PRACTICES AND ORGANIZATIONAL COMMITMENT

In the design of HRM practices, the satisfaction derived from the job itself as well as from a job environment that makes employees develop a sense of commitment to the organization should not be ignored.

Human resource managers could use the findings from this research to generally improve employee performance and reduce turnover of employees in organizations. For management, a satisfied and committed workforce translates into higher productivity due to fewer disruptions caused by absenteeism or the loss of good employees.

2.7 Study Limitations and Future Research Directions

Although it has come up with a number of interesting findings, this study is not immune to limitations. Thus, the findings of the study must be interpreted in line with a number of weaknesses and the need for future studies in mind. For one, the study is based on cross-sectional data from a sample of health workers taken from a single country in sub-Saharan Africa. So, it would be impossible to claim a causal form of relationship between HRM practices and the outcome variables. On top of this, it is hard to generalize the findings to the whole sub-Saharan African context using a sample from a single country.

Therefore, the researchers recommend that future studies address the effects of HRM practices on organizational commitment through job satisfaction by using an in-depth longitudinal design. This would make the findings more scientific. We would also suggest taking more samples from different settings (countries) so as to make the findings more generalizable to all of Sub-Saharan Africa and subsequently to developing countries. Such research is needed to determine whether the findings can be replicated and, perhaps, whether differences exist between nations in terms of the potential causes of organizational commitment.

Regardless of the efforts made to minimize the common method variance, which is due to data obtained from the same source at the same time, there may be a biased response if individuals' self-ratings were skewed. So, we suggest that future studies consider multiple sources of data such as management responses regarding HRM practices and employee responses regarding attitudinal variables.

CHAPTER THREE

3 EMPIRICAL STUDY TWO

THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Abstract

The present study investigates the moderating effect of public service motivation on the relationship between high-commitment HRM practices and job satisfaction. The study is based on cross-sectional survey data from 227 employees of hospitals from the health sector in the sub-Saharan African country of Ethiopia. Support is found for the hypothesis that public service motivation will moderate the relation between high-commitment HRM practices and job satisfaction, such that this association will be stronger with higher public service motivation than with lower public service motivation. Implications of the findings for organizations in sub-Saharan Africa are discussed, as are future research directions.

Keywords: public service motivation, high-commitment HRM practices, job satisfaction, and moderation.

3.1 INTRODUCTION

The neglect of workers in the analysis of the HRM-performance model emanates from a unitary view based on the belief that “what is good for the organization is good for the worker” (Guest, 2002, p. 2). This is evident from the limited number of studies regarding the influence of HRM practices on employees’ attitudes (Koster, 2011; Ray & Ray, 2011). There is little effort to address the issues of workers, as compared to the huge number of studies concerning the impact of HRM practices on organizational performance (Bello-Pintado, 2015; Guest, 2011; Huselid, 1995; Jiang et al., 2012; Wright et al., 2003). The majority of studies that have tried to examine the impact of HRM practices on employees’ attitudes approach this from an organizational level of analysis (Hauff et al., 2014). Exceptions are the works of Gould-Williams and Mohamed (2010), Mostafa et al. (2015) and Koster (2011), examining the influences of the perceived HRM practices on employees’ attitudes measured at an individual employee level.

The relationship between HRM practices and job satisfaction as a key aspect of employee well-being has often been studied (Kooij et al., 2013; Mostafa, Gould-Williams, & Bottomley, 2015; Osibanjo, Abiodun, & Kehinde, 2012). The studies, however, have shown mixed outcomes (Peccei, 2004). A majority of the findings report a positive association between HRM practices and job satisfaction (see, for example, Guest, 2002; Sarker, 2011; Thangamuthu, 2013), but other studies show that the influence of HRM practices on job satisfaction is negative rather than positive (Keenoy, 1997). A few scholars also have the view that HRM practices have neither a positive nor a negative effect on employee well-being. For example, Guest (1987, p. 1) claims that “Despite the apparent attractions of HRM to management, there is very little evidence of any quality about its impact.” Rather, so the argument goes, the direction of the effect of HRM practices on job satisfaction depends upon the absence or presence of certain conditions (e. g., Thompson, Jahn, Kopelman, & Prottas, 2004). In line with this argument, Steijn (2004) claims that the extent of use of HRM practices has an indirect rather than a direct effect on overall job satisfaction. In the above example, the HRM recruitment and selection practices may affect the organization’s employee composition in terms of the personal disposition to serve the public interest. In the public administration literature, this disposition is well known under the name of public service motivation or PSM (Perry, 1996; Gould-Williams & Davies, 2005). From the fragments of studies that involve either HRM practices and job satisfaction or public service motivation and job satisfaction, it is possible to draw the conclusion that the three constructs play a certain role in the HRM-

performance debate. So, by studying the three constructs in one model it is possible to narrow down the gap in understanding what really makes employees feel satisfied with their jobs.

Additionally, the bulk of the empirical evidence regarding the influence of HRM practices on employee well-being comes from developed nation-states. Pertinent to this claim, Debrah and Budhwar (2004, p. 22), for example, argue that studies on HRM practices are dominated by findings from advanced industrial societies in the West, leaving little knowledge of how managers in other parts of the world, especially developing nations, cope with issues and problems related to the management of manpower. For instance, developing countries share many challenges with respect to HRM practices in the health sector, which is different from that of their developed counterparts, so studies like this are of paramount importance. In developing countries, including sub-Saharan Africa, as a part of health sector reform, Ministries of Health have been urged to enhance health care through greater community governance and improved management effectiveness in their public hospitals (Hartwig et al., 2008). But we know little about successful models to promote greater management effectiveness at the hospital level as part of health system reform (Abugre, 2014; Collins, Green, & Hunter, 1999; García-Prado & Chawla, 2006).

In line with the above, the present study's contribution is three-fold. First, by demonstrating whether the association between HRM practices and job satisfaction is positive or negative, we add to the attempt to resolve the dispute over the possible impact of HRM practices on employee well-being in general and job satisfaction in particular. Second, by collecting data in Ethiopia, we investigate whether or not HRM practices are instrumental for achieving greater management effectiveness in developing countries. We do so by focusing on the health sector, a key target for similar reform programs in the developing world. Third and finally, we examine the extent to which health workers' job satisfaction is influenced by HRM practices at different levels of public service motivation.

3.2 Theoretical Framework

3.2.1 High-commitment HRM practices and job satisfaction

There is still a lack of agreement in the literature on the meaning of HRM (Guest, 2002). With this in mind, Guest (2002) proposed three dominant approaches in defining the key ways in which HRM might enhance corporate performance, namely the high-performance work system, the high-commitment system, and the strategic fit model.

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

For Guest (2002), a high-performance work system leads to better performance via the positive exercise of discretionary effort by motivated and well-trained workers. He argues that the scope for autonomy together with an appropriate incentive scheme should lead to intrinsic and extrinsic rewards for workers. High-performance HRM practices as represented by autonomy over task-level decision-making, membership of self-directed production and off-line teams, communication with people outside the work group, training and development for skill enhancement, and financial incentives for motivation have positive associations with a positive employee attitude (Appelbaum, Bailey, Berg, & Kalleberg, 2000).

The aim of high-commitment HRM practices has to do with understanding the changing values and the need to engage or re-engage workers in their work organizations (Walton, 1985). Underlying a high-commitment approach to HRM practices is a set of complex and inconsistent arguments (Guest, 2002). According to Guest (2002), for organizations to attract, retain, and motivate the kind of workforce they need to compete effectively, there is a need to set aside the traditional systems of control and move towards a more progressive approach that entertains the expectations of an increasingly well-educated workforce. Consistent with this idea, Walton (1985) also argues that there is a need to move away from a top-down command and control model to one based on high involvement and reciprocal commitment. The notion of reciprocal commitment, according to Rousseau (1995), is a psychological contract that involves sophisticated human resource management practices and is based on trust, fairness of treatment, and delivery of promises. Guest (2002) attests that HRM practices from a high-commitment perspective involve managing organizational culture and ensuring that workers operate effectively within and for this culture. In the workplaces where this model of HRM practices is prevalent, greater emphasis is placed on selection, training, communication, employment security and internal promotion, a range of involvement and quality improvement practices, and team-working and team-based job design, which leads to a workforce that displays high-commitment and motivation, high flexibility, and high quality (Guest, 1987).

However, both approaches to HRM have given rise to extensive criticism due to the implicit manipulation of the workforce and the fact that they lead to intensification of work and higher levels of stress for workers (see, for example, Ramsay, Scholarios, & Harley, 2000). From any angle, be it high-performance or high-commitment, the sustainability of the practices with regard to employee well-being is under question. This raises questions about where the balance of advantage lies in any debate about the mutual gains to be derived from HRM practices (Guest & Peccei, 2001). The other approach to HRM and performance, according to

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Guest (2002), is strategic fit. It is about effective utilization of human resources as the major source of sustainable competitive advantage through achieving a fit between the business strategy and the human resource strategy (See, for example, Huselid, 1995). Guest (2002) claims that under this approach to HRM the precise HR practices are not clearly specified, the role of the worker in the HRM-performance model remains unclear, and the approach is almost silent about the concerns of workers.

From among the three approaches to the definition of HRM practices, the present study emphasizes the high-commitment model and examines its association with employees' job satisfaction, where PSM is controlled for. Reviews of extant literature show that work satisfaction is associated with equal opportunities, family-friendliness, and anti-harassment practices (Guest, 2002). Beer, Eisenstat, and Foote (2009) also argue that intrinsic rewards such as responsible, challenging, and meaningful work as well as participation are used to motivate workers. Ray and Ray (2011) suggest that factors like performance appraisal, participation in decision-making, training and development, empowerment, and compensation that influence human resource management practices have significant associations with job satisfaction.

Notwithstanding the findings of several studies claiming a positive and strong association between HRM practices and employee job satisfaction, the least developed view (skeptical) held about this association deserves investigation. As noticed by Peccei (2004), there is skepticism regarding the influence of HRM practices on employee well-being in general and job satisfaction in particular. HRM, according to this view, does not necessarily have a significant impact, either positive or negative, on employee well-being.

The skeptical view is the least developed of the three perspectives: optimistic, pessimistic, and skeptical. There are, however, a number of quite interesting arguments underlying the skeptical view. One of the possible reasons why HRM has a limited impact on employee well-being is that the adoption of more advanced or progressive HRM practices by organizations is often poorly implemented (Marsden & Richardson, 1994). Its impact, therefore, like "the impact of either weak medicine or poison – depending on one's point of view – tends necessarily to be quite limited" (Peccei 2004, p. 10). Another possible reason why HRM practices may not have a significant impact on employee well-being is that the impact itself may be contingent on other factors in the form of moderation. The effects may vary, for example, depending on the employees' individual dispositions and orientations to work, or on existing institutional arrangements, such as the presence of a union and its orientation towards key aspects of HRM practice (Peccei & Rosenthal, 2001).

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Thus, we conclude that a plausible reason for the inconsistent findings is perhaps due to the assumption of a direct relationship between HRM practices and job satisfaction, which is perhaps a confounded association involving other variables such as PSM. Following the ideas of Peccei and Rosenthal (2001), the present study examines to what extent public service motivation of the employee moderates the relationship between high-commitment HRM practices and job satisfaction.

3.2.2 The moderating effect of public service motivation

Public service motivation is “an individual’s predisposition to respond to motives grounded primarily or uniquely in public institutions and organizations” (Perry and Wise 1990, 368). For Perry and Wise (1990), these motives can be classified into three analytically distinct categories: rational, norm-based, and affective. In the subsequent study, Perry (1996) distinguishes between four dimensions of PSM: attraction to public policy making, commitment to the public interest and civic duty, compassion, and self-sacrifice, which are all empirically associated with public service motivation. In the process theory of PSM there are three sets of factors with which PSM could interact to influence employees’ behavior (Perry, 2000). These are the employees’ environment outside their organization (education, socialization, and life events), the employees’ motivational context or their organizational (the work environment, organizational beliefs, values and ideologies, organizational incentives, and job characteristics) and individual characteristics (such as the employees’ abilities, self-concept, and self-regulatory processes). Mathauer and Imhoff (2006) suggest that it must be the aim of HRM to develop the work environment so that health workers, in particular, are enabled to meet both personal and organizational goals.

In conclusion, Taylor (2014) suggests that theories such as the above indicate that rather than a sole direct impact on job satisfaction, employees’ level of PSM can interact with organizational factors to affect job satisfaction. The interaction that organizational factors could have with PSM to influence job satisfaction would resolve the skepticism held by some scholars regarding the possible impact of HRM practices on employee job satisfaction (Thompson et al., 2004; Peccei, 2004; Alfes et al., 2012). Thompson et al., (2004) suggest that the simple provision of employee benefits by an organization may not lead employees to feel a sense of well-being; instead, they believe something else operates between these two workplace constructs to make the relationship stronger. Thus, the prevailing skepticism regarding the impact of high-commitment HRM practices on employees’ job satisfaction is perhaps due to

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

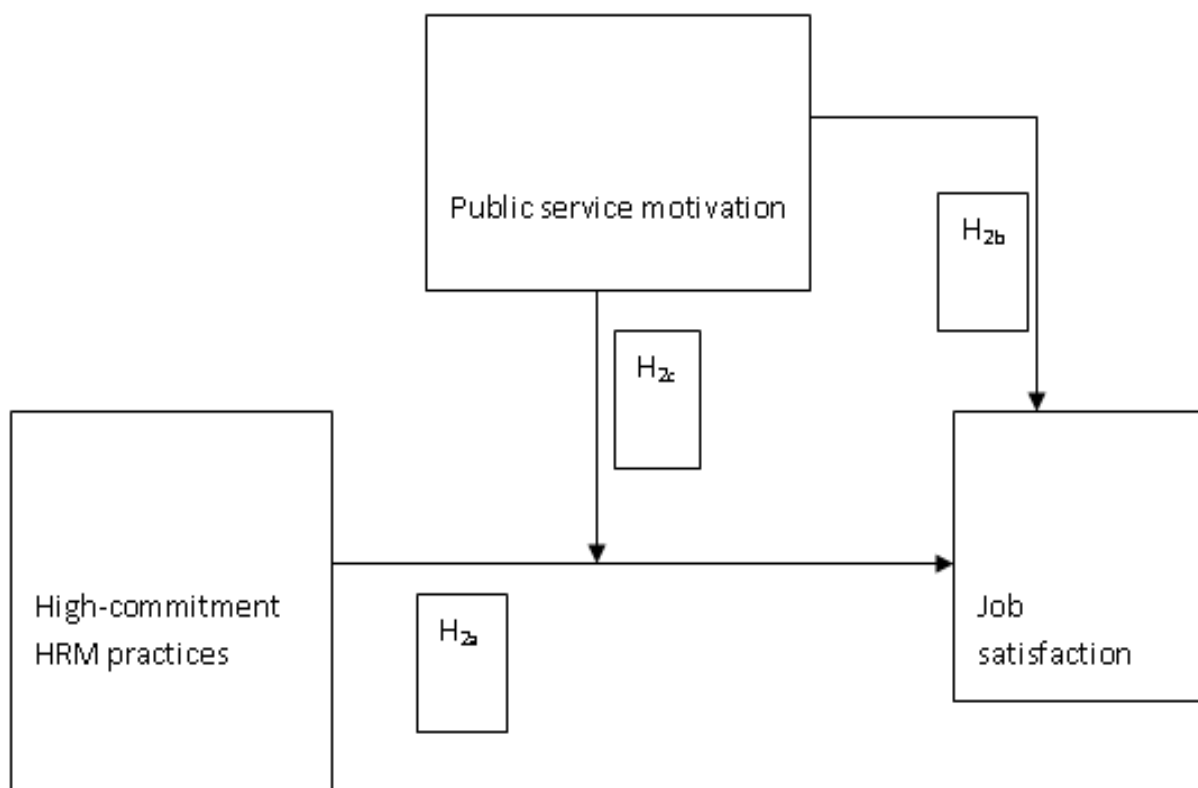
exogenous variables that are not yet controlled for in the study of such a relationship (Peccei, 2004). Studies show a significant positive association between the level of employees' PSM and their job satisfaction (Jin, 2013; Kamdron, 2005; Taylor, 2014; Volle, 2014). On the basis of the aforementioned facts, it is possible to expect a stronger positive relationship between perceived HRM practices and job satisfaction that is contingent upon the workers' level of public service motivation. Following this argument, we propose that the effectiveness of HRM practices in bringing about a better level of job satisfaction is contingent on the employees' level of PSM. Based on the moderation model of Baron and Kenny (1986), we propose the following hypotheses:

H2a: High-commitment HRM practices are positively related to employees' job satisfaction.

H2b: PSM positively influences employees' job satisfaction.

H2c: PSM will moderate the relation between high-commitment HRM practices and job satisfaction, such that this association will be stronger when PSM is high and weaker when PSM is low.

Figure 3.1. Moderation Model



3.3 Methods

3.3.1 Research context

Data for this study is collected from the health sector of the sub-Saharan Africa country of Ethiopia. According to the 2000 World Health Report, there are three primary goals: to improve the health of the population, to assure that health services are responsive to the public, and to ensure equitable payment systems (WHO, 2000). In resource-poor settings like Ethiopia, hospitals are particularly challenged to provide quality and timely care, as human and physical resources are severely limited (Hartwig et al., 2008). In line with this, many countries in sub-Saharan Africa have been undergoing reforms since 1992 in the health sector and civil service sector that directly influence the design of the public health care system, the use of human resources, and the role of the private sector in health care financing and delivery (Hartwig et al., 2008). The potential of high-commitment HRM practices to augment the success of these efforts and the prevailing absence of empirical evidence about the impact of high-commitment HRM practices on various forms of employee outcomes, particularly in developing countries, makes the present study more relevant.

Located in the Horn of Africa, Ethiopia is the oldest nation in Africa and one of the oldest in the world, with a population of nearly 96.6 million people (CIA, 2015). Despite steady increases in physicians being trained over the past 10 years, Ethiopia continues to have a severe shortage of physicians with an estimated 1 physician per 33,000 people, which is grossly lower than the WHO standard of 1 physician per 12,000 people for developing countries (WHO, 2006). Of the 131 hospitals in the country, 65% are public hospitals (FMOH, 2010). For more than a decade, Ethiopia has been implementing health sector reform and is now in its third phase of strategic planning (FMOH, 2010). As noted by Hartwig et al., (2008), the most difficult areas in Ethiopian hospitals are human resources, administration, and budgeting. In line with this, Berhan (2009) argues that investment in HRM capacity development is limited, which is manifested in limited technical skills and experience of existing human resources department staff and leadership, inadequate human resources structures and staffing at all levels, and limited capacity and practices in strategic and operational human resources planning and budgeting. Furthermore, inadequate financial support to institutionalize the new management processes is a barrier towards achieving the primary goals set in the 2000 World Health Report (Hartwig et al., 2008). A 2005 assessment of Ethiopian health workers by the World Bank revealed similar issues with regard to staff morale, training, and motivation (Lindelov & Serneels, 2006).

3.3.2 Sampling procedures

Questionnaires were administered to 1,100 full-time employees of three hospitals located in the capital Addis Ababa. The three hospitals were chosen from 51 hospitals (FMOH, 2009) by using a simple random sampling technique following a lottery method. The highest concentration of health workers in Ethiopia are found in Addis Ababa (FMOH, 2010), which makes the sample more representative. The multilingual nature of the research site and the fact that participants in the study area have come across English as a medium of instruction makes the use of an English version of the questionnaire justifiable. Out of 1,100 questionnaires, 231 (21%) responses were obtained. Due to missing values, list-wise deletions yielded 227 usable responses for analysis. A sampling adequacy measure yielded .826, which indicates that the current sample size is acceptable (Kaiser, 1970). Of the respondents, 61.2% are male. Furthermore, 61.2% of the respondents are single, while 82.8% of them are currently working as health staff (non-administrative). With regards to qualification, 78.9% of the respondents hold bachelor's degrees, and the rest hold master's degrees and above. For detailed information on demographic variables, refer to Table 3.1.

Table 3.1. Demographic Variables

Variable		Frequency	Percent	Valid	Cumulative
Gender	Male	139	61.2	61.2	61.2
	Female	88	38.8	38.8	100.0
	Total	227	100.0	100.0	
Level of education	MSc/MA/& above	48	21.1	21.1	21.1
	BA/BSc/MD	179	78.9	78.9	100.0
	Total	227	100.0	100.0	
Job category	Administrative	39	17.2	17.2	17.2
	Line workers	188	82.8	82.8	100.0
	Total	227	100.0	100.0	
Marital status	Married	88	38.8	38.8	38.8
	Single	139	61.2	61.2	100.0
	Total	227	100.0	100.0	

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0.

Source: Author's original survey (2015)

3.3.3 Measures

To ensure adequate measurement of each variable, previously established multi-item scales were used. The choices of scales of measurement and psychometric analysis for job satisfaction, public service motivation, and high-commitment HRM practices are discussed hereafter.

Job Satisfaction Measurement (JSAT)

Job satisfaction is initially measured with 20 items on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). The Minnesota Satisfaction Questionnaire (MSQ) adapted from Weiss et al., (1967) may be computed into one overall level of satisfaction score or combined to form subscales measuring extrinsic and intrinsic factors. The MSQ helps obtain a more individualized representation of job satisfaction than other measures of job satisfaction (Weiss et al., 1967). A principal component analysis with the use of varimax rotation yielded one dimension with 12 items loading on this single factor. Due to their low discriminatory capacity with the items of the other two constructs, five more items are excluded in the subsequent analysis using promax rotation. Those items whose loadings are equally distributed on the other two factors are omitted for the sake of discriminant validity. Finally, seven items that fulfill both convergent and discriminant validity are used to develop a measure known as composite job satisfaction. For detailed information on items, factor loadings, and percentage of variance explained, refer to Table 3.2.

Table 3.2. Component Matrix for Job Satisfaction

Item	Item loadings
I can do something different every day	.859
My boss backs up his subordinates	.843
I have good working conditions	.830
My boss takes care that his/her subordinates are trained well	.816
I receive recognition for the work I do	.724
I can be “somebody” in the community	.594
I can do things for other people	.565
Extraction method: Principal component analysis and one component extracted. 57.1% of the variance is explained.	

Source: Author’s original survey (2015)

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Public service motivation (PSM)

Indicators of public service motivations adapted from Kim et al., (2013) are used to establish a composite measure of employees' level of predisposed motivation (PSM) that is primarily grounded in serving the public. A principal component analysis with the use of varimax rotation yielded one dimension, with 20 items loading on this single factor. Eight more items are excluded in the subsequent analysis for equally loading on the other two factors so as to make discriminant validity better. As a result, 12 items that fulfill both convergent and discriminant validity are used for developing a composite measure of public service motivation. For detailed information on items, factor loadings, and percentage of variance explained, refer to Table 3.3.

Table 3.3. Component Matrix for Public Service Motivation

Items	Item loading
I believe that public sector activities contribute to our general welfare	.840
I admire people who initiate or are involved in activities to aid my community	.817
I get very upset when I see other people being treated unfairly	.816
I am interested in helping to improve public service	.814
Considering the welfare of others is very important	.813
I am satisfied when I see people benefiting from the public programs I was involved in	.784
I empathize with other people who face difficulties	.771
I like to discuss topics regarding public programs and policies with others	.763
I feel sympathetic to the plight of the underprivileged	.717
People should give back to society more than they get from it	.657
Serving other citizens would give me a good feeling even if no one paid me for it	.605
I am willing to risk personal loss to help society	.588
Extraction method: Principal component analysis and one component extracted. 56.8% of the variance is explained.	

Source: Author's original survey (2015)

High-Commitment HRM Practice Measurement

Empirical evidence reveals that there is some confusion over what constitutes HRM practices in general and high-commitment HRM practices in particular (Gould-Williams, 2004; Peccei, 2004). As an initial indicator of high-commitment HRM practices, we used 33 items included in WERS98, measured on a 7-point Likert scale ranging from “Very low” (1) to “Very high” (7). Our choice of the WERS 1998 measures of HRM is based on two assumptions. First, the term “high-commitment” is consistently used in the UK in contrast to the term “high-performance” employed in the US (Gould-Williams, 2004). The Ethiopian approach to management of the health sector is similar to what was believed to be the distinctive features of UK public sector practice (Farnham & Horton, 1996). The two share such practices as paternalistic management, standardization of employment practices, and a collective approach to industrial relations. Second, consistent with the argument of Gould-Williams (2004, p. 2) that “A universally prescribed set of ‘high commitment’ HRM practices positively [affect] organizational performance regardless of industry setting, organization strategy or national context,” we believe that the measures fit the context of Ethiopia.

A principal component analysis with the use of varimax rotation yielded one dimension, with 20 items loading on this single factor. To maintain better discriminant validity, nine more items were excluded in the subsequent analysis using promax rotation. Finally, 11 items that fulfill both convergent and discriminant validity were used to develop a composite measure known as high-commitment HRM practices. Table 3.4 depicts details of the items, factor loadings, and percentage of variance explained.

Table 3.4. Component Matrix for High-commitment HRM Practices

Items	Item loadings
Range of family-friendly policies and practices in place	.784
Extent of harmonization of non-pay benefits	.766
Range of non-pay benefits provided to non-managerial employees	.764
Range of equal-opportunity policies and practices in place	.737
Extent of job discretion/autonomy	.644
Percent of workforce that is multi-skilled	.635
Extent of job specialization (number of job categories)	.610
Consultative committee	.606
Range of grievance and dispute procedures in place	.595
Union recognition	.565
Range of non-standard contract workers used	.490
Extraction method: Principal component analysis and one component extracted. 43.6% of the variance is explained.	

Source: Author’s original survey (2015)

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

To check for discriminant validity of our constructs, we entered all of the items (30) into a principal component analysis using promax rotation and extracted three non-overlapping factors: high-commitment HRM practices (11 items), job satisfaction (7 items), and public service motivation (12 items). We then checked whether or not an extracted average squared variance for the three constructs was greater than their squared correlation. Based on this comparison, the existence of discriminant validity is also guaranteed. Detailed information is given in Table 3.5.

Table 3. 5. Pattern Matrix for Discriminant Validity

Items	Factor loadings		
	PSM	HRM	JSAT
I believe that public sector activities contribute to our general welfare	.841		
I get very upset when I see other people being treated unfairly	.833		
Considering the welfare of others is very important	.823		
I admire people who initiate or are involved in activities to aid my community	.806		
I am interested in helping to improve public service	.797		
I empathize with other people who face difficulties	.780		
I am satisfied when I see people benefiting from the public programs I was involved in	.769		
I feel sympathetic to the plight of the underprivileged	.741		
I like to discuss topics regarding public programs and policies with others	.728		
People should give back to society more than they get from it	.649		
Serving other citizens would give me a good feeling even if no one paid me for it	.614		
I am willing to risk personal loss to help society	.583		
Range of non-pay benefits provided to non-managerial employees		.797	
Extent of harmonization of non-pay benefits		.795	
Range of family-friendly policies and practices in place		.795	
Range of equal-opportunity policies and practices in place		.740	

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Extent of job discretion/autonomy	.631
Percent of workforce that is multi-skilled	.607
Range of grievance and dispute procedures in place	.595
Consultative committee	.587
Extent of job specialization/number of job categories	.586
Union recognition	.553
Range of non-standard contract workers used	.479
I can do something different every day	.865
My boss backs up his subordinates	.860
My boss takes care that her/his subordinates are trained well	.818
I have good working conditions	.816
I receive recognition for the work I do	.736
I can be “somebody” in the community	.557
I can do things for other people	.554

Extraction method: Principal component analysis. Rotation method: Promax with Kaiser normalization.

Source: Author’s original survey (2015)

3.3.4 Control variables

A large number of previous studies indicated the association between demographic variables and employee attitudes (Abugre, 2014; Blank, 1985; Huang & Gamble, 2015; Innocenti, Profili, & Sammarra, 2013; Kim, 2009). See, for example, Clark (1997), who argues that an identical man and woman with the same jobs and expectations would indeed report identical job satisfaction and that the gender satisfaction differential disappears for the young, the higher-educated, and professionals. The current literature around job satisfaction shows that women workers are more satisfied with their jobs than men (see, for example, Bender, Donohue, & Heywood, 2005; Sousa-Poza & Sousa-Poza, 2003). Blank (1985) also argues that women are more likely to choose public sector careers than their counterparts. More recently, Perry (1997) found that individuals with higher levels of PSM tended to be older and have higher levels of education than their counterparts. Following the aforementioned findings, we measured gender (Female = 1 and Male = 0), educational qualification (BSC/BA = 1 and MSC/MA = 0), marital status (Single = 1 and Married = 0), job category (Health = 1 and Administration = 0), sector of employment (Private = 1 and Public = 0), tenure, age, and monthly salary.

3.3.5 Common method variance (CMV)

Our self-reported data were collected from one source at one point in time, so CMV biases may be a concern (Chang, Arjen, & Eden, 2010). In addition to making the model more complex to reduce the likelihood of respondents to impose the hypothesis on their answers and assuring respondents about the anonymity and confidentiality of their responses in an ex-ante effort to avoid CMV, we conducted Harman's single-factor test by examining the unrotated factor solution involving items of all variables of interest (11 items of high-commitment HRM practices, 12 items of public service motivation, and 7 items of job satisfaction) in one exploratory factor analysis (EFA). If the majority of variance is explained by one single factor, then CMV is a big concern. We found seven factors with Eigen values greater than 1, and the amounts of variance they explained were 24.8%, 16.8%, 11.1%, 6.8%, 5.9%, 4.5%, and 3.8%. No single factor accounted for the majority of the variance. Thus, CMV was not a critical issue.

3.3.6 Descriptive statistics and correlation analysis

Table 3.6 displays the variable means, standard deviations, inter-correlations, and internal consistency reliabilities. Coefficient alpha reliabilities were 0.929, 0.867, and 0.873 for public service motivation, high-commitment HRM practices, and job satisfaction, respectively. In fact, all constructs in the present study fulfill the criterion for internally consistent established factors because they all have Cronbach's alpha values of greater than 0.70, indicating the highest reliability (Hair et al. 2010). Job satisfaction was positively correlated with high-commitment HRM practices ($r = 0.184$, $p < 0.01$), and salary ($r = 0.148$, $p < 0.05$). Despite the significance of the correlation between job satisfaction and public service motivation ($r = 0.224$, $p < 0.01$), it was not so large as to cause doubts regarding the independence of the two constructs. Public service motivation was positively correlated with age and salary ($r = 0.142$, $p < 0.05$ and $r = 0.135$, $p < 0.05$), respectively, and negatively correlated with gender and job category ($r = -0.177$, $p < 0.05$ and $r = -0.146$, $p < 0.05$), respectively. Participants' age and salary are positively correlated with high-commitment HRM practices ($r = 0.139$, $p < 0.05$ and $r = 0.162$, $p < 0.05$), respectively. The low-correlation coefficients together with a negligible variance inflation factor ($VIF < 10$) (Kutner, Nachtsheim, & Neter, 2004) are good indicators of the present study's freedom from multicollinearity.

There is no significant correlation between high-commitment HRM and public service motivation. This is fortunately consistent with the requirement of the model, which suggests it is desirable that the moderator variable be uncorrelated with both the predictor and the criterion

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

to provide a clearly interpretable interaction term (Baron & Kenny, 1986). The fact that the control variables appear to be correlated with the criterion variable also makes their inclusion in the model as control variables justifiable.

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Table 3. 6 Descriptive Statistics and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
Tenure	7.4	6.3											
Age	34.5	7.8	.603**										
Salary	7066	7959	.098	.243**									
Gender			.077	-.020	-.093								
QUAL			-.177**	-.048	-.157*	.058							
JC			-.101	-.050	.064	.027	.107						
MS			-.276**	-.271**	-.263**	-.128	.119	-.027					
Sector			-.007	.085	.201**	.059	-.152*	.193**	-.077				
PSM	5.3	1.17	.065	.142*	.135*	-.177**	.129	-.146*	-.041	-.1160	(.929)		
HCHRM	4.23	1.04	.080	.139*	.162*	.016	-.095	-.034	-.102	.0081	.068	(.867)	
JSAT	4.9	1.14	-.027	-.011	.148*	.012	-.035	-.058	-.059	.0820	.224**	.184**	(.873)

Notes: N = 227; SD = Standard deviation; Gender: Female = 1, Male = 0; MS = Marital status: Single = 1, Married = 0; PSM = Public Service Motivation; JC = Job category: Health = 1, Administrative = 0; QUAL = Level of qualification: BA/BSc = 1, MSc/MA = 0; HCHRM = High-commitment human resources management; JSAT = Job satisfaction; Sector of employment: Private = 1, Public = 0. **p < .01 and *p < .05. The Cronbach's alphas are presented in parentheses.

Source: Author's original survey (2015)

3.4 Result Analysis and Hypothesis Testing

To test the hypotheses for examining whether public service motivation is an important moderator of the relationships between high-commitment HRM practices and job satisfaction, we used moderated hierarchical regression analysis (Baron & Kenny, 1986). In step 1, we entered the control variables (age, tenure, salary, gender, job category, sector of employment, marital status, and level of qualification). In step 2, the main effects of high-commitment HRM practices and public service motivation were tested. Finally, in step 3, we entered their product term to signify the interaction of high-commitment HRM practices and public service motivation. High-commitment HRM practices and public service motivation are centered before performing the regression analyses (Cohen, Cohen, West, & Aiken, 2003). To test an interaction, we examine the change in variance explained (ΔR^2) yielded in step 3. The multiple regression results for steps 1–3 are shown in Table 3.7. In step 1, the squared multiple correlation is non-significant 0.036, $F(8, 218) = 1.03$; in step 2, the squared multiple correlation is 0.108, $F(10, 216) = 2.621$, $p < .01$; and in step 3, the squared multiple correlation is 0.131, $F(11, 215) = 2.939$, $p < 0.05$. An effect size measure for simple or multiple regressions is the regression coefficient, R^2 , whereby the size of $R^2 = 0.13$ for the present study is deemed to be medium (Cohen, 1988).

Moreover, the results of step 2 show that high-commitment HRM practices ($\beta = .162$, $p < 0.05$) and public service motivation ($\beta = 0.227$, $p < 0.01$) are found to be significant predictors of job satisfaction. Hence Hypotheses 2a and 2b are supported. When all the variables are included in the model (Step 3), the interaction of high-commitment HRM practices with public service motivation is significant ($\beta = 0.137$, $p < 0.05$). Hypothesis 2c is supported by this finding. Most relevant to the present study, this interaction accounted for a small but statistically significant increment in variance beyond the control variables and main effects, $\Delta R^2 = 0.022$, $p < 0.05$. None of the control variables came out as a significant predictor of the criterion variable, except for salary, which appeared to be significant in the first step ($\beta = .00002$, $p < .05$). Hence, all control variables are displayed in Table 3.7.

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

Table 3. 7. Hierarchical Regression of Job Satisfaction

Variables	Step 1			Step 2			Step 3		
	β	SE	t-value	β	SE	t-value	β	SE	t-value
Constant	5.099**	.469	10.875	5.222*	.454	11.498	5.232**	.449	11.642
Age	-.005	.013	-.434	-.011	.012	-.895	-.013	.012	-1.088
Tenure	-.004	.016	-.269	-.003	.015	-.226	-.001	.015	-.0810
Salary	.00002*	.000	2.136	.00002	.000	1.459	.00001	.000	1.2750
Gender	.089	.160	.558	.171	.157	1.093	.139	.156	.895
Job	-.208	.207	-1.004	-.087	.203	-.431	.004	.204	.020
Sector	.138	.160	.862	.173	.156	1.110	.145	.154	.937
Marital status	-.083	.169	-.490	-.052	.164	-.314	.041	.162	-.252
Qualification	-.020	.196	-.104	-.105	.193	-.543	-.108	.191	-.567
HCHRM				.162*	.073	2.226	.149*	.072	2.067
practices									
PSM				.227**	.067	3.401	.267**	.068	3.922
Interaction term							.137*	.058	2.359
R ²	.036			.108**			.131*		
ΔR^2	.036			.072*			.022*		
F-test	1.03			2.621**			2.939**		
ΔF	1.03			8.695**			5.563*		

Notes: Beta is un-standardized coefficient. N = 227; HCHRM = High-commitment human resource management, SE = Standard error; PSM = Public service motivation. All interaction effects were calculated by centering HCHRM practices and PSM. *p < .05, **p < .01.

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; PSM = Public Service Motivation; JC= Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector: Private = 1, Public = 0.

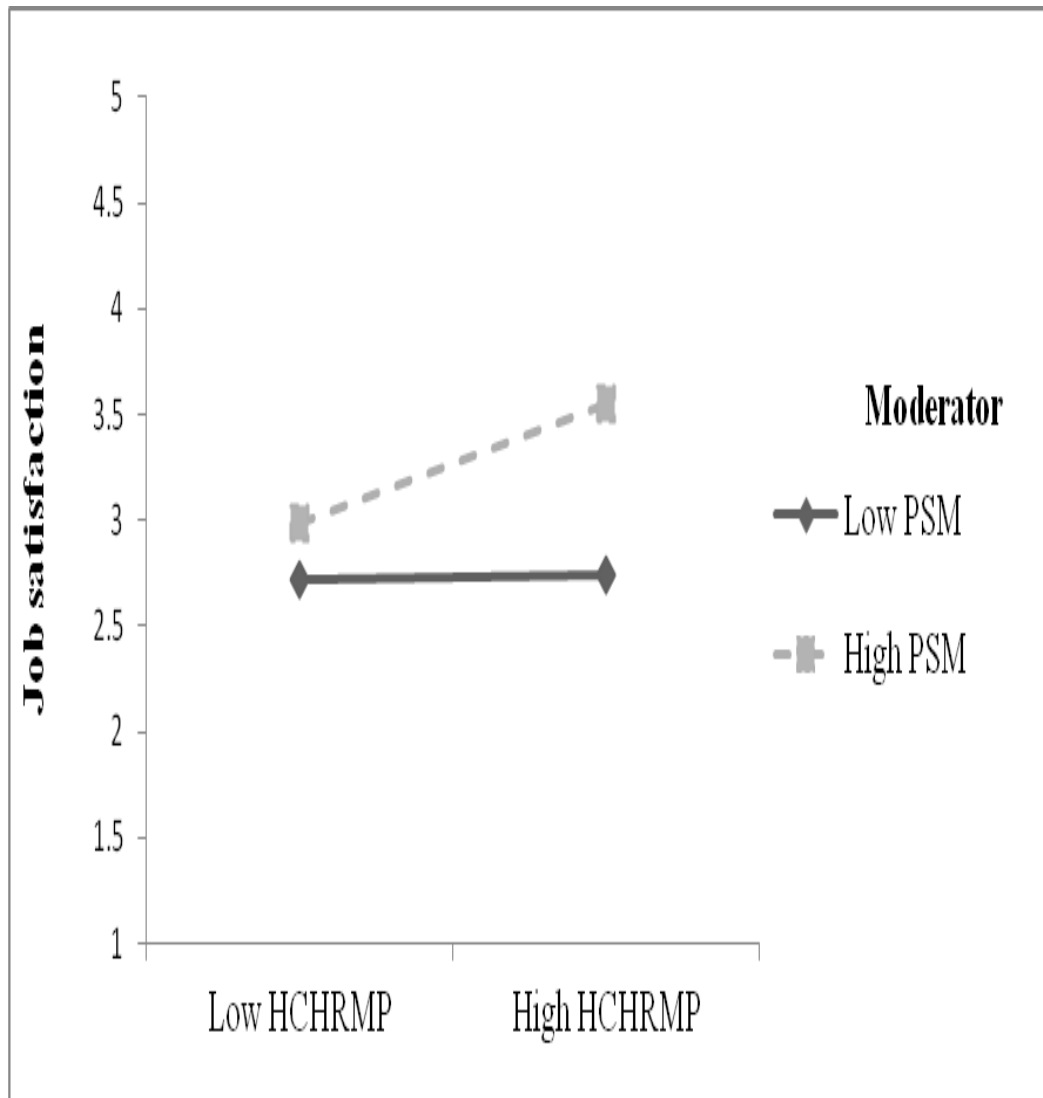
Source: Author's original survey (2015)

To illustrate the nature of the interaction, we plotted the relationship between high-commitment HRM practices and job satisfaction for individuals for one standard deviation above the mean on PSM and for one standard deviation below the mean (Gaskin, 2012). Note that these plots are computed from the step 3 parameter estimates contained in Table 3.7. The plots are displayed in Figure 3.2. In particular, the simple slope at high PSM is strong and positive ($\beta = 0.5909$, $t = 5.36$, $p < 0.01$), while the simple slope at low PSM is non-significant and close to zero ($\beta = -0.0875$, $t = -0.8516$, non-significant). More specifically, the figure shows

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

that the relation between high-commitment HRM practices and job satisfaction tends to be stronger for employees with high PSM than for employees with low PSM. In other words, the positivity of the relationship between high-commitment HRM practice and job satisfaction is considerably stronger when public service motivation is high than when it is low. Likewise, job satisfaction is highest of all when both high-commitment HRM practices and PSM are high.

Figure 3.2. Interaction of High-commitment HRM Practices and PSM in Predicting Job Satisfaction



Source: Author's original survey (2015)

The plotted lines illustrate the effect of high-commitment HRM practices on job satisfaction for those scoring one standard deviation above the mean on the measure of public service motivation (high PSM) and for those scoring one standard deviation below the mean on the measure of public service motivation (low PSM).

3.5 Discussions

From step 1 of the hierarchical regression, it is evident that individual characteristics do not play a very important role in the shaping of employees' job satisfaction. Overall explained variance is quite low (3.6%), where salary is the only demographic variable found to be significant in predicting job satisfaction. This suggests that salary is seen as an important factor for Ethiopian health workers from among the demographic variables. Unlike the claims of Clark (1997), we could not find any significant relation between gender and job satisfaction. Contrary to what was suggested by several earlier studies, we could not find any proof of the association between age, tenure, job category, or educational qualification and job satisfaction.

Following earlier works (see, for example, Kooij et al., 2013; Gould-Williams et al., 2014), we hypothesized a significant positive relationship between high-commitment HRM practices and job satisfaction. In the present study, the relationship is found to be significant; hence Hypothesis 2a is supported. Even though findings like these were reported by several previous studies, we must demonstrate the relationship between high-commitment HRM practices and job satisfaction for the sample under the present study as part of our moderation model (Baron & Kenny, 1986). As part of the high-commitment/job satisfaction model, we also hypothesized a significant positive relationship between PSM and job satisfaction. A review of extant literature shows that public service motivation positively influences the level of employees' job satisfaction (Gould-Williams et al., 2015; Stazyk, 2010; Volle, 2014). More specifically, Taylor (2014) claims that workers with high levels of public service motivation tend to be more satisfied with their job than those with low levels of public service motivation. In support of earlier claims, the present study also attests that there is a significant positive influence of public service motivation on job satisfaction, and thus Hypothesis 2b is supported. Even though these are not directly relevant conceptually to testing the hypothesis, there could be significant main effects for the predictor and the moderator (Baron & Kenny, 1986). The primary hypothesis of this study, Hypothesis 2c, asserted that public service motivation will moderate the relationship between high-commitment HRM practices and job satisfaction, such that this association will be stronger when PSM is high and weaker when PSM is low. Figure 3.2 depicts that for employees with high levels of PSM, high-commitment HRM practices are significantly and positively related to job satisfaction. From the same Figure 3.2, one can observe that at low levels of PSM, high-commitment HRM practices are not significantly related to job satisfaction. Hence Hypothesis 2c is supported.

3.6 Conclusion

Towards ascertaining the impact of high-commitment HRM practices on employees' job satisfaction, a statistically and practically significant influence is observed in the course of the present study. This strengthens the findings of earlier experts (see, for example, Sarker, 2011; Gould-Williams et al., 2015). In the course of the present study, much like the works of Volle (2014), a statistically and practically significant influence of PSM on employees' job satisfaction is confirmed. With this in mind, one can reliably believe that there exists a positive influence of both high-commitment HRM practices and PSM on employees' job satisfaction.

The application of PSM as an intent of the present study, however, is in support of the statement that "although the extent of use of HRM-practices [sic] does not have a direct effect on overall job satisfaction, it does have [an] important indirect effect" (Steijn, 2004, p. 13). Hence, PSM strengthens the relationship between employees' perceived high-commitment HRM practices and job satisfaction at high but not at low PSM. The plot is shown in Figure 3. 2. The slope of the line for employees with low levels of PSM is essentially 0, meaning that regardless of whether or not a person perceives better high-commitment HRM practices, job satisfaction is lower. Individuals who report high PSM, on the other hand, report an overall higher level of job satisfaction, and this is especially the case for individuals who perceive that there are better high-commitment HRM practices in place in the organization.

Finally, the health sector of developing countries can draw on this more relevant data from a developing country perspective. Thus, far there have been plenty of studies conducted on the relationship between HRM and employee outcomes on the basis of data from the industrially advanced Western part of the world, which actually shares few if any realities with its developing country counterparties. Most developing countries, who have a common agenda of reform, may apply the findings from this study so as to improve their workers' job satisfaction.

3.7 Theoretical and Practical Implications

Research on management in sub-Saharan Africa should also have theoretical implications. The African organizational environment is characterized by both isolation and dependency on the West (Munene, 1991). For instance, researchers should investigate the extent to which high-commitment HRM practices influence employees' job satisfaction and whether the strength of the association between high-commitment HRM practices and job satisfaction is contingent on the workers' level of PSM. Contrary to what has been suggested previously (Peccei, 2004),

CHAPTER THREE: THE MODERATING EFFECT OF PUBLIC SERVICE MOTIVATION

HRM practices alone may be insufficient to determine job satisfaction. Instead, the level of employees' PSM operates independently from perceptions of HRM practices to yield differential impacts on how employees feel about their job. For Perry and Hondeghem (2008), PSM is determined both by personality attributes (to be dealt with in the selection phase) and institutional characteristics (to be created through HRM practices). Organizations therefore need to invest as much effort in ensuring adequate levels of PSM in their selection practice through hiring people with a certain level of predisposition to serve the public as they do in making sure that employees perceive their HRM practices in a positive light (Wright & Grant, 2010). For HR managers of health sectors in general and hospitals in particular, we suggest that they can be more economical and effective in keeping their workers satisfied with their jobs by building on their employees' level of public service motivation. Thus, these findings indicate the need to apply the most effective HRM strategies to target individuals with high PSM levels, so that with little investment in human resources it is possible to have workforces who are satisfied with their jobs.

One policy arena where the relationship between high-commitment HRM practices, public service motivation, and job satisfaction may be particularly pronounced is the health sector. Health workers are in a unique position to protect and serve the public, which may communicate higher degrees of public service motivation. When implementing the various HRM practices such as hiring, placing, and compensating future health workers, the study shows that hiring someone with high PSM is an important practice for enhancing the job satisfaction of the workers (Taylor, 2014). This is made possible through selection tests that highly focus on the public service motivation level of the workers. In fact, this study points to the potential benefits to be derived from having high-commitment HRM practices that complement and nurture the right combinations of PSM in health workers in order to achieve the desired level of job satisfaction.

3.8 Limitations of the Study

The results of the present study should be used cautiously pertaining to the following limitations. First, all the data about the variables of the present study are self-reported and taken at one point in time, which raises the possibility of common method variance. Despite the fact that the statistical analyses revealed that common method variance is not a major concern for the present study, this limits the conclusions that can be made regarding the causal order of the relationships. Thus, the results presented should be interpreted as non-directional relationships.

Second, the present study did not assess how far employees' sector of employment and gender category influence the results.

3.9 Directions for Future Research

The findings of this research can be extended by conducting a longitudinal survey, which could enable one to establish a causal order of the relationship between the variables of interest in this study. It is also advisable to check whether job satisfaction due to perceived high-commitment HRM practices is greater for public sector employees than for private sector employees (Boyne, 2002). Besides this, we suggest that future researchers check the role of gender on the relationship between high-commitment HRM practices and job satisfaction as well as that between job satisfaction and public service motivation. Except for the works of Bender et al., (2005) and Sousa-Poza and Sousa-Poza (2003) that indicated the existence of statically significant differences between the job satisfaction of males and females, no attempt has been made to test the moderating roles of gender on the relationship between perceived HRM practices and job satisfaction.

CHAPTER FOUR

4 EMPIRICAL STUDY THREE

Public Service Motivation versus Organizational Commitment: The Mediation Effect of Job Satisfaction

Abstract

The relationship between public service motivation and organizational commitment as applied to health-care organizations is an important topic, but little research has been conducted examining this relationship in a developing countries context, especially in Ethiopia. Data were obtained from 231 workers of three big hospitals in Ethiopia, with the use of a questionnaire. The questionnaire probed for information about the level of employees' public service motivation (PSM), job satisfaction, and organizational commitment. The findings revealed strong positive associations between PSM and organizational commitment as well as between PSM and job satisfaction. At the core of the findings is the regenerative effect of PSM on organizational commitment that takes place via job satisfaction. The findings have practical implications for developing countries' hospital managers in terms of employees' organizational commitment.

Keywords: PSM, mediation, job satisfaction, commitment, health workers

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

4.1 Introduction

Success in the delivery of health care services is highly contingent upon the availability of employees with a strong belief in and acceptance of the organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a strong desire to maintain membership in the organization, which is consistent with the definition of employees' organizational commitment given by Porter, Crampon, and Smith (1976). Organizational commitment is the effect of intrinsic personal characteristics as well as the consequence of how people understand the institution and their instant job function (Ekvaniyan, 2012). So far, consensus has not been reached among researchers concerning the mechanisms through which employees form attitudes towards the organization for which they work. However, it is evident that organizational commitment does not happen in a vacuum but rather is determined by a number of individual and organizational variables (Chughtai & Zafar, 2006; Steers, 1977).

Public service motivation (PSM) is among the precursors of both organizational commitment (Gould-Williams et al., 2015) and job satisfaction (Bright, 2008; Vandenabeele & Ban, 2009). Gould-Williams et al., (2015) argue that the process through which PSM affects employee attitudes has received less attention. While a handful of findings indicate that employees' PSM is related positively to their job satisfaction and negatively to turnover intentions (e. g., Moynihan & Pandey, 2007; Naff & Crum, 1999), some empirical studies suggest that PSM may not have any significant association with these attitudes and behaviors (Bright, 2008). Thus, there seem to be inconsistencies in the findings of the studies about the relationships between PSM and employee attitudes, particularly organizational commitment and job satisfaction. For Bright (2008), these inconsistencies could be due to the prevalence of some mediating variables, which may impose significant influence on the relationships between PSM and organizational commitment. Job satisfaction may be the best mechanism through which PSM affects employees' organizational commitment. But this mediation role of job satisfaction on the relationship between PSM and organizational commitment has not yet been empirically tested.

Moreover, Andolsšek and St'ebc (2004) argue that the association between the ability to be useful to society and organizational commitment is stronger in countries with collectivistic cultures than countries with individualistic cultures. Ethiopia as a nation has a collectivist culture, with a relatively low score of 27 on the individualism index (Hofstede, 1980), as compared to countries like the USA, which has a relatively high score (96). Furthermore, the current state of the literature is that there are very few empirical studies demonstrating the

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

effectiveness of PSM towards organizational commitment outside Western countries (Gould-Williams et al., 2015).

Thus, studies like the present one would have paramount importance in the following two ways. First, we demonstrate the regenerative mechanism through which PSM influences employees' organizational commitment, by including employees' job satisfaction in the PSM-commitment model. Second, by using data from the Ethiopian health sector, we work towards extending the PSM theory to encompass the cultural context of developing countries.

4.2 Theoretical Framework

4.2.1 Public service motivation and organizational commitment

Most scholars propose a positive relationship between PSM and organizational commitment (e.g., Camilleri & Van Der Heijden, 2007; Cerase & Farinella, 2009; Ritz, 2009). Bashir and Ramay (2008) argue that precursors of organizational commitment are quite diverse in nature and origin. Furthermore, Glisson and Durick (1988) report that such variables as the characteristics of the job tasks performed by the workers, the characteristics of the organizations in which the tasks are performed, and the characteristics of the workers who perform the tasks appear to contribute to organizational commitment. Factors such as age, tenure in the organization, and character traits such as positive and negative affectivity or internal and external control ascription, job design, values, and the leadership style of one's supervisor affect the organizational commitment of employees (Steers, 1977). People will willingly remain in organizations where work is stimulating and challenging, chances for advancement are high, and they feel reasonably well paid (Paré, Tremblay, & Lalonde, 2000).

Moreover, organizations like hospitals provide opportunities for employees to satisfy their altruistic motives, and then public employees with high PSM are more likely to identify themselves with their organization. In turn, they will develop a strong emotional attachment to their organization and be more willing to work towards the achievement of its goals and less likely to quit (e.g., Gould-Williams et al., 2015; Naff & Crum, 1999; Steijn, 2008).

Nonetheless, the causal order of the PSM-organizational commitment relation is still debatable and requires further investigation (Steijn & Leisink, 2006). For instance, Camilleri (2006) argues that organizational commitment is an antecedent rather than an effect of PSM. In order to resolve the debate, studies of this nature are important. Accordingly, we will presume that PSM positively relates to employees' organizational commitment in an effort to substantiate the findings of most scholars who claim a positive relation between PSM and

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

employees' organizational commitment. Hence, we propose the following hypothesis so as to arrive at supporting evidence for the claim.

Hypothesis 3c: Public service motivation positively relates to employees' organizational commitment.

4.2.2 Public service motivation and job satisfaction

Research findings show that individuals with high PSM exhibit a greater level of job satisfaction (e.g., Bright, 2008; Naff & Crum, 1999; Vandenabeele & Ban, 2009; Taylor, 2014; Gould-Williams et al., 2015). Vandenabeele and Ban (2009) specifically argue that job satisfaction has partial mediation effects on the relationship between PSM and performance, whereby a direct positive relationship between the two constructs, PSM and job satisfaction, is confirmed. It is in line with this and other findings that we imagine a positive direct influence of PSM on job satisfaction. For that matter, job satisfaction is primarily determined by motivating factors that are intrinsic to the work itself while dissatisfaction is primarily affected by extrinsic concerns such as policies, procedures, working conditions, and salaries (Homberg et al., 2015; Gould-Williams, et al., 2015).

Moreover, Knoop (1994) claims that doing meaningful work and contributing to society are considered motivators and are comparable to intrinsic work values that act as stress relievers. Specifically, public employees are satisfied with their jobs when it helps individuals and contributes to society at large (Norris, 2003 cited in Vandenabeele, 2007). In sum, most research concludes that job satisfaction is positively correlated with PSM because those with high PSM view service to society as a meaningful work reward (Davis, 2013; Kim, Leong, & Lee, 2005; Steijn & Leisink, 2006). If the job necessities of health workers are characterized by the basic underlying tenets of PSM, and PSM leads to a better level of job satisfaction, we expect that:

Hypothesis 3a: Public service motivation positively relates to employees' job satisfaction.

4.2.3 The mediation effect of job satisfaction

4.2.4.1. Job Satisfaction and Organizational Commitment

A good deal of research has demonstrated how public service motivation (PSM) facilitates desirable organizational attitudes and behaviors such as job satisfaction, organizational commitment, and work effort. Whereas job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976, p. 1304),

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

organizational commitment is a positive emotional response to the positive appraisal of work (Zeinabadi, 2010).

One of the prominent views about the nexus of job satisfaction and organizational commitment is that commitment to the company develops from job satisfaction so that commitment mediates the effects of satisfaction on withdrawal variables (Azeem, 2010; Suma & Lesha, 2013; Porter et al., 1974). This job satisfaction-to-commitment mediation model has received considerable empirical support (e. g., Mowday, Porter, & Steers, 1982; Williams & Hazer, 1986). Even though several studies have reported a positive relationship between job satisfaction and organizational commitment, there continues to be debate on the existence of any causal ordering. While the vast majority of research indicates that job satisfaction has a positive influence on commitment (e. g., Coetzee, Tladinyane, Lumley, & Ferreira, 2011; Markovits, Davis, Fay, & Dick, 2010; Yucel & Bektas, 2012), some scholars still argue that commitment is a precursor of satisfaction (Bateman & Strasser, 1984). Hence, the causal ordering between these two variables remains both controversial and contradictory. Some studies also report the absence of any causal relationship in either direction (e. g., Curry et al., 1986). Furthermore, job satisfaction and organizational commitment do not necessarily occur simultaneously; it is possible that an employee may exhibit high levels of job satisfaction without having a sense of attachment to, or obligation to remain in, the organization. In line with this, McPhee and Townsend (1992) argue that a highly committed employee may dislike the job he/she is doing.

According to Rego and Souto (2009), organizational commitment is most likely affected by factors such as type and variety of work, the autonomy involved in the job, the level of responsibility associated with the job, the quality of the social relationships at work, rewards and remuneration, and the opportunities for promotion and career advancement in the company. Warsi, Fatima, and Sahibzada (2009) contend that if employees are highly satisfied with their work, coworkers, pay, and supervision and derive a high level of overall job satisfaction from their jobs, they are more likely to be committed to the organization than if they are not satisfied. Since no previous research on the relationship between job satisfaction and organizational commitment has shown any consistent and easily reconcilable findings, we assume that satisfaction positively relates to commitment following the Porter et al., (1974) satisfaction-to-commitment model. Thus, the following hypothesis is worth testing.

Hypothesis 3b: Employees' job satisfaction positively relates to their level of organizational commitment.

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

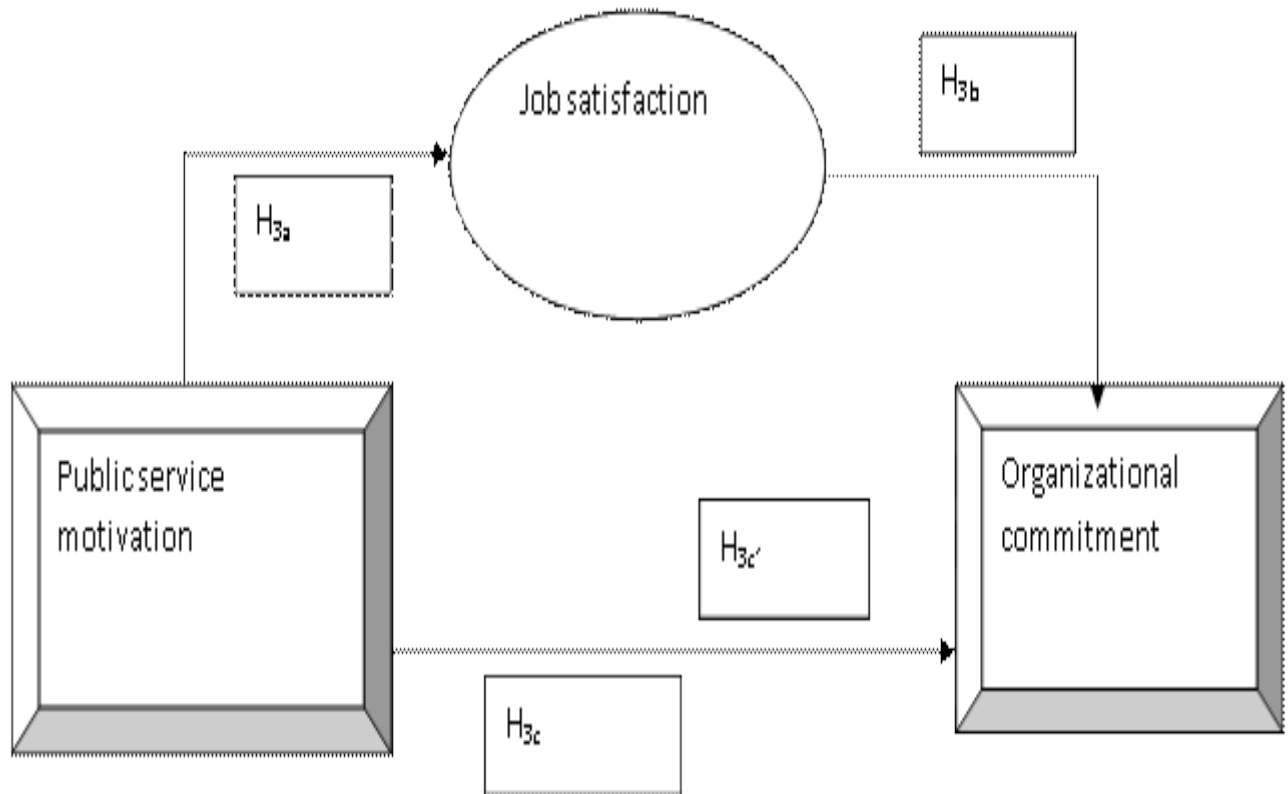
4.2.4.2. PSM, Job Satisfaction and Organizational Commitment

The discussion on PSM extends far beyond the question of whether it exists or not, rather it is of how it shapes individual attitudes and behavior (Park & Rainey, 2008; Perry, 2000; Scott & Pandey, 2005). Even though there is ample evidence of PSM's significance in shaping employees' attitudes about the organizations they work for (e. g., Gould-Williams et al., 2015; Wright, Hassan, & Christensen, 2015), the arguments still seem to have inconsistencies in terms of instilling the process through which PSM is transformed into more desirable organizational attitudes and behaviors (Homberg et al., 2015, p. 1). Though there is a huge body of research that examines the relationship between PSM and employee attitudes, particularly job satisfaction and organizational commitment (Liu et al., 2008; Stazyk, 2010; Taylor, 2014), there is far less attention devoted to the process through which PSM affects employee attitudes (Gould-Williams et al., 2015). In their study of the process through which PSM affects employee attitudes, Gould-Williams et al., (2015) suggest that achieving congruence between employees' and organizational values is important to improve employees experience at work. As the previous studies, have found a positive relationship between PSM and organizational commitment as well as between job satisfaction and organizational commitment, it can be argued that job satisfaction enhances the relationship between employees' PSM and their organizational commitment.

We know that job satisfaction is an effect of PSM (e.g., Bright, 2008; Andersen & Kjeldsen, 2013; Vandenabeele, 2009; Gould-Williams et al., 2015) and that organizational commitment is associated with job satisfaction (Yucel & Bektas, 2012; Azeem, 2010). Although there is evidence about the direct influence of PSM on organizational commitment (Cerase & Farinella, 2009; Meyer et al., 2002), the nature and quality of the relationship between PSM and organizational commitment is doubtful, which is probably due to the confounding effect of job satisfaction. Since not a single study has yet considered the mechanisms through which PSM is related to employees' organizational commitment by inducing job satisfaction as a mediating factor, we propose the following hypothesis and subsequently test it by using data from workers in the Ethiopian health sector.

Hypothesis 3c': Employees' job satisfaction mediates the relationship between PSM and organizational commitment, such that an increase in PSM is associated with an increase in job satisfaction among health workers, which in turn is associated with an increased organizational commitment.

Figure 4. 1. Mediation Role of Job Satisfaction



4.3 Methods

4.3.1. Research setting

Data for this study is collected from health workers in Ethiopia. Ethiopia has been undergoing health sector and civil service reforms that directly influence the design of the public health care system, the use of human resources, and the role of the private sector in health care financing and delivery (Hartwig et al., 2008). The potential of employees' organizational commitment to enhance the success of these efforts and the prevailing absence of empirical evidence on the impact of PSM on employees' organizational commitment in particular makes this study useful. Ethiopia is located in the Horn of Africa, with a population of nearly 96 million people (CIA, 2015). The country has 131 hospitals (FMOH, 2010) and faces a severe shortage of physicians with an estimated one physician per 33,000 people, grossly lower than the World Health Organization standard of one physician per 12,000 people for developing countries (WHO, 2006). Ethiopia has been implementing health sector reform and is now in its

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

third phase of strategic planning (FMOH, 2010). The most difficult areas in Ethiopian hospitals are human resources, administration, and budgeting (Lindelow & Serneels, 2006; Hartwig et al., 2008). In view of Berhan (2008), who argues that in countries like Ethiopia, where investment into HRM capacity development is limited, existing human resources department staff and leadership have limited technical skills and experience, with inadequate human resources structures and staffing at all levels and limited capacity and practices in strategic and operational human resources planning and budgeting. In addition to this, the Ethiopian health sector faces inadequate financial support to institutionalize the new management processes, which implies a barrier towards achieving the primary goals set in the 2000 World Health Report (Hartwig et al., 2008).

4.3.2. Sampling procedure

Survey questionnaires were administered to 1,100 employees of 3 hospitals chosen from 51 hospitals in the country (FMOH, 2009) using a lottery technique. The hospitals are all in Addis Ababa, the city where the highest concentration of health workers in Ethiopia is found (FMOH, 2010). Thus, the sample is quite representative in the sense that it is taken from the most diversified population. The multilingual nature of the research site and the fact that participants in the study area have come across English as a medium of instruction makes the use of an English version of the questionnaire justifiable. Out of 1,100 questionnaires, 231 (21%) responses were obtained. Due to missing values, list-wise deletions yielded 212 usable responses for analysis, 49.4% of which are governmental hospital (public) workers and 51.6% are non-governmental hospital workers. Of the total respondents, 61.3% are male, 61.6% are single, and 83% are currently working as health staff (non-administrative). With regard to qualifications, 78.1% of the respondents have a bachelor's degree or below and the rest have a master's degree or above. For detailed information on demographic variables, refer to Table 4.1.

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

Table 4.1. Demographic Variables

Demographic Variable		Frequency	Percent	Cumulative %
Sector of employment	Public	114	49.4	49.4
	Private	117	50.6	100
	Total	231	100.0	
Gender	Male	141	61.3	61.3
	Female	89	38.7	100.0
	Total	227	100.0	
Level of education	MSc/MA/& above	49	21.9	21.9
	BA/BSc/MD	175	78.1	100.0
	Total	224	100.0	
Job category	Administrative staff	39	17	17
	Line workers	191	83	100.0
	Total	230	100.0	
Marital status	Married	88	38.4	38.4
	Single	141	61.6	100.0
	Total	229	100.0	
Gender: Female = 1, Male = 0; MS= Marital status: Single = 1, Married = 0; PSM = Public Service Motivation; Job category: Health= 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA= 0; Sector of employment: Private = 1, Public = 0.				

4.3.3. Measures

Responses to questionnaire items were measured on a seven-point Likert scale, where 1 = “Strongly disagree” and 7 = “Strongly agree,” with the exception of high-commitment HRM practices where 1 = “Very low” and 7 = “Very high.” To ensure adequate measurement of each variable, well-established multi-item scales were used. A very high reliability coefficient (Alpha) is maintained for organizational commitment (.730), job satisfaction (.830), and PSM (.940) (Cronbach, 1951). The choices of scales of measurement and psychometric analysis for organizational commitment, public service motivation, and job satisfaction are discussed hereafter.

We measured organizational commitment with a 15-item scale from Mowday et al., (1979). Mathieu and Zajac (1990) observed that this scale of measurement with cross-validated levels of predictive, convergent, and discriminant validity is used by 60% of studies. Item

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

examples are “I really care about the fate of this organization” and “I am proud to tell others that I am part of this organization.” The complete list of items is given in Table 4.2. We averaged these items into an organizational commitment scale. In order to resolve the inconsistencies in the extant studies we included job satisfaction as a mediator and high-commitment HRM practices as a control variable. Hence, a nonlinear relationship between PSM and organizational commitment is tested.

Table 4.2. Organizational Commitment

Items	Factor loading
I would accept almost any type of job assignment in order to keep working for this organization	.902
I am extremely glad that I chose this organization to work for over others I was considering at the time I joined	.791
For me, this is the best of all possible organizations for which to work	.769
There is no much to be gained by sticking to this organization indefinitely	.762
It would take very little change in my present circumstances to cause me to leave this organization	.733
This organization really inspires the very best in me in the way of job performance	.723
Deciding to work for this organization was a definite mistake on my part	.692
I am proud to tell others that I am part of this organization	.670
I find that my values and the organization's values are very similar	.611
Often, I find it difficult to agree with this organization's policies on important matters relating to its employees	.634
I really care about the fate of this organization	.630
I feel very little loyalty to this organization	.591
I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.	.572
I could just as well be working for a different organization as long as the type of work was similar	.564
I talk up this organization to my friends as a great organization to work for	.518
Extraction Method: Principal Component Analysis.	

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

We measured job satisfaction using the Minnesota Satisfaction Questionnaire (MSQ) with a 20-item scale developed by Weiss et al., (1967). Example items include “I can do something different every day,” “I receive recognition for the work I do,” and “I have good working conditions.” See Table 4.3 for a complete list of the items. A principal component analysis with the use of varimax rotation yielded one dimension with 12 items loading on a single scale for job satisfaction. We averaged the 12 items into a job satisfaction scale.

Table 4.3. Job Satisfaction

Items	Item loadings
My boss backs up his subordinates (vis-à-vis higher management)	.779
I can do something different every day	.771
I have good working conditions	.768
My boss takes care that her/his subordinates are trained well	.752
I experience a feeling of accomplishment	.712
I have an opportunity for advancement	.689
Steady employment is provided	.659
I can be “somebody” in the community	.627
I can tell people what to do	.588
I can do things for other people	.559
I can do something that makes use of my ability	.555
I can be busy all the time	.506
I can work alone on my tasks	.359

Extraction Method: Principal Component Analysis.

We measured PSM with a 33-item scale from Kim et al. (2013). The measurement scale is an improved version of Perry's (1996) PSM scale for application in international studies. The study takes into account all PSM items in Perry (1996) scale, which, since its development, has been applied by various studies in different contexts (Pandey et al., 2008; Liu et al., 2008; Kim et al., 2013). A principal component analysis with the use of varimax rotation yielded one dimension of PSM with 17 items with better loading coefficients. Items like “I believe that public sector activities contribute to our general welfare,” “I get very upset when I see other people being treated unfairly,” and “I empathize with other people who face difficulties,” etc. are included. Finally, we averaged the 17 items, listed in Table 4.4 below, into an average PSM.

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

Table 4.4. Public Service Motivation

Items	Item loadings
I believe that public sector activities contribute to our general welfare	.833
Considering the welfare of others is very important	.812
I get very upset when I see other people being treated unfairly	.807
I admire people who initiate or are involved in activities to aid my community	.799
I am interested in helping to improve public service	.791
I empathize with other people who face difficulties	.784
Contributing to public programs and policies helps me realize myself	.757
I am satisfied when I see people benefiting from the public programs I was involved in	.756
It is important to contribute to activities that tackle social problems	.756
I feel sympathetic to the plight of the underprivileged	.740
I like to discuss topics regarding public programs and policies with others	.735
I believe in putting civic duty before self	.664
People should give back to society more than they get from it	.658
It is difficult for me to contain my feelings when I see people in distress	.628
I have little compassion for people in need who are unwilling to take the first step to help themselves	.606
Serving other citizens would give me a good feeling even if no one paid me for it	.605
I am willing to risk personal loss to help society	.594
Extraction Method: Principal Component Analysis.	

In the analysis of discriminant validity, we confirmed that the extracted variance of each construct is greater than the square value of the correlation coefficient of the construct and other constructs. Hence, a reasonable level of discriminant validity is maintained for the model of the present study (Fornell & Larcker, 1981).

4.3.4. Control variables

In addition to the independent variables, a set of control variables is included in the analysis. This is aimed at increasing the internal validity by including controls for other independent

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

variables. Therefore, the respondents' age, gender, job category, sector of employment, educational qualification, tenure, and perceived level of high-commitment HRM practices are entered as control variables. Whereas age is measured by looking at the respondents' birth year, tenure is measured by years of service in the health sector. Gender, education, job category, sector of employment, and marital status are measured through dummy variables, with female, BSC/BA and below, line staff, private, and single respondents as references groups.

High-commitment HRM practices constitute one of the correlates of employees' organizational commitment (Cao & Hamori 2015). This is measured with 21 items included in the workplace employment relation survey (WERS98) and held as a control variable in the present study. We averaged the 21 items into a high-commitment HRM practices scale.

Demographic variables have long been considered to relate to various employee attitudes and behaviors. For instance, Meyer and Allen (1984) earlier argued that age might be correlated with commitment by postulating that it serves as a proxy for seniority. In the same vein, Azeem (2010) attests that age and job tenure are significant predictors of organizational commitment, which implies that the longer employees stay with an organization the more time they have to understand the organization and their relationship with it. Whereas Adeyemo (2000) reports a positive correlation between education and organizational commitment, Morris and Steers (1980) and Angle and Perry (1981) claim that education has a negative influence on employees' organizational commitment. Claims also exist that such variables as gender and level of education are not related to employees' organizational commitment (e. g., Ellemers, de Gilder, & van den Heuvel, 1998). There also is evidence that PSM determines a person's choice of employment sector (Pedersen, 2013; Wright & Christensen, 2010). It was on the basis of the aforementioned findings about the relationship between the demographic variables and the other variables that we held these demographic variables as a control in the model.

4.3.5. Common method variance (CMV)

According to Chang, Arjen, and Eden (2010), use of data from one source at one point in time makes CMV a potential threat. Hence, in order to mitigate the threat, first we assured the respondents of the anonymity and confidentiality of their response. Second, we conducted Harman's single-factor test by examining the unrotated factor solution involving items of all variables of interest (15 items of organizational commitment, 13 items of job satisfaction, and 17 items of PSM) in one exploratory factor analysis (EFA). We found 10 factors with Eigen values greater than 1, and the amounts of variance among the factors were evenly distributed

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

as follows: .263, .12, .063, .056, .046, .037, .033, .027, .025, and .0230. Since no single factor accounted for the majority of the variance, CMV is not a concern.

4.3.6. Descriptive statistics and zero order correlations

The correlation table (Table 4.5) provides evidence of the value of the mediation tests. Both job satisfaction and PSM are positively correlated with employees' organizational commitment ($r = 0.404$, $p < 0.010$; $r = 0.207$, $p < 0.010$). PSM is positively correlated to job satisfaction and high-commitment HRM practices ($r = 0.362$, $p < 0.010$; $r = 0.139$, $p < 0.050$). Among the control variables, while high-commitment HRM practices are positively correlated to employees' organizational commitment ($r = 0.216$, $p < 0.010$), job category is negatively correlated to employees' organizational commitment ($r = -0.165$, $p < 0.050$). We do not reject the hypothesis about mediation on the basis of our observation of the correlations. The fact that the correlations between any of the variables are low (the highest correlation being .404 between job satisfaction and employees' organizational commitment) minimizes the threat of multicollinearity, which is also evident from the variance inflation factor, which is less than 10 (Kutner et al., 2004).

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

Table 4.5. Means, Standard Deviations, and Zero Order Correlations

Variable	Mean	Std. dev.	1	2	3	4	5	6	7	8	9	10	11
Average PSM	5.29	1.11	1										
Average JS	4.98	.96	.362**	1									
Average OC	4.78	.78	.207**	.404**	1								
HC HRM practices	4.29	.97	.139*	.165*	.216**	1							
Tenure	7.43	6.45	.064	-.051	.093	.098	1						
Age	34.58	7.95	.145*	-.079	.016	.156*	.592**	1					
Monthly salary (ETB)	7014.53	7974.71	.130	.112	.129	.175**	.115	.244**	1				
Gender			-.187**	-.043	.121	.026	.064	-.024	-.088	1			
Sector of employment			-.165*	.001	-.058	.077	-.046	-.012	-.024	.145*	1		
Education			.110	.025	-.119	-.101	.197**	-.050	-.148*	.072	.200**	1	
Job category			-.140*	-.089	-.165*	-.021	-.103	-.048	.070	.026	.201**	.106	1
Marital status			-.047	-.015	-.129	-.101	-.265**	-.270**	-.258**	-.125	-.026	.108	-.024

** . Correlation is significant at the 0.01 level (2-tailed).

*Correlation is significant at the 0.05 level (2-tailed).

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; PSM = Public Service Motivation; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

4.4 Results Analysis and Hypothesis Testing

Baron and Kenny (1986) suggest that a series of regression analyses need to be carried out to test for possible mediation effects.

Accordingly, first the relationship between the dependent variable, employees' organizational commitment, and the independent variable, PSM, has to be tested. Our result in Table 4.6 shows the significant effect of PSM on employees' organizational commitment ($\beta = .143$, $p < .010$), with R^2 of .170, where PSM uniquely explains 3.4% of the variation in employees' organizational commitment. Hence, Hypothesis 3c, which assumes PSM positively relates to employees' organizational commitment, is supported. Among the control variables, in step 1, Table 4.7, only high-commitment HRM practices significantly relate to employees' organizational commitment ($\beta = .154$, $p < .010$). In step 2 of the same table (Table 4.6), high-commitment HRM practices, gender, and job category have a significant effect on employees' organizational commitment ($\beta = .145$, $p < .01$; $\beta = .260$, $p < .050$; and $\beta = -.289$, $p < .050$). Thus, controlling for those variables is an appropriate decision for this model. The control variables explain 13.6% of the total variation in employees' organizational commitment.

Table 4.6. Regression of Organizational Commitment over PSM

Variables	Step 1	Step 2
Constant	4.73**	4.08**
High-commitment HRM practices	0.165**	0.145**
Tenure	0.014	0.014
Age	-0.013	-0.015
Monthly salary	0.000012	0.000001
Gender	0.203	0.26*
Sector of employment	-0.063	-0.007
Education	-0.093	-0.166
Job category	-0.350	-0.289*
Marital status	-0.125	-0.117
PSM		0.143**
R^2	0.136	0.17
R^2 –change	0.136	0.034
F-ANOVA	3.542**	4.118**
F-change	3.542**(9,202)	8.173**(1,201)

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; PSM = Public service motivation; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

The next step in the mediation analysis is testing the relation between the independent variable and the mediating variables. In Table 4.7, the results for the regression of PSM on job satisfaction is provided. The first analysis, a regression on job satisfaction, includes PSM and

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

the control variables. The result shows that job satisfaction is correlated with PSM ($\beta = .372$, $p < .010$), with R^2 of .215, where PSM uniquely explains 15.1% of the variation in job satisfaction. Hence, Hypothesis 3a of the study is supported. In Table 4.7, step 1, only high-commitment HRM practices came out as a positive correlate of job satisfaction ($\beta = .164$, $p < .050$), and in step 2 age is a negative correlate of job satisfaction ($\beta = -.022$, $p < .050$). The control variables alone explain 6.4% of the change in job satisfaction. Hence, holding the variable as a control contributed to the internal validity of our finding.

Table 4.7. Regression of Job Satisfaction over PSM

Variables	Step 1	Step 2
Constant	4.866**	3.173**
High-commitment HRM practices	0.164*	0.113
Tenure	-0.001	-0.002
Age	-0.018	-0.022*
Monthly salary	0.000016	0.00001
Gender	-0.092	0.061
Sector of employment	-0.016	0.130
Education	0.183	-0.008
Job category	-0.173	-0.015
Marital status	-0.074	-0.052
PSM		0.372**
R^2	0.064	0.215
R^2 –change	0.064	0.151
F-ANOVA	1.5338	5.510**
F-change	1.538(9,202)	38.672**(1,201)

Gender: Female = 1, Male = 0; MS = Marital status: Single = 1, Married = 0; PSM = Public service motivation; Job category: Health = 1, administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

In the third step, the influence of the mediating variable on the dependent variable is tested. In step 1, Table 4.8, high-commitment HRM practices and job category are significant correlates of job satisfaction ($\beta = .165$, $p < .010$; and $\beta = -.350$, $p < .050$). When job satisfaction is included in step 2, gender also becomes a significant correlate of employees' organizational commitment ($\beta = .231$, $p < .050$). The control variables explain about 13.6% of the variation in employees' organizational commitment, justifying the holding of the variables as control, as

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

this contributes to the internal validity of our study. Table 4.8, step 2, shows a significant effect of job satisfaction on employees' organizational commitment ($\beta = .312$, $p < .010$), with R^2 of .274. Job satisfaction uniquely explains 13.8% of the variation in employees' organizational commitment. Thus, Hypothesis 3b of the present study is supported.

Table 4.8. Regression of Organizational Commitment over Job Satisfaction

Variables		Step 1	Step 2
Constant		4.732**	3.213
High-commitment practices	HRM	0.165**	0.114*
Tenure		0.014	0.014
Age		-0.013	-0.007
Monthly salary		0.000012	0.000007
Gender		0.203	0.231*
Sector of employment		-0.063	-0.058
Education		-0.093	-0.150
Job category		-0.350*	-0.296*
Marital status		-0.125	-0.102
PSM			0.312**
R^2		0.136	0.274
R^2 –change		0.136	0.138
F-ANOVA		3.542**	7.586**
F-change		3.542**(9,202)	38.122**(1,201)

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; = Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0.

In the final analysis, in step 3, we tested whether the significant effects of PSM on employees' organizational commitment persistently exist, even after job satisfaction is controlled for. In Table 4.9 below, three steps of analysis are displayed. Following Baron and Ken (1986), we confirmed the two preconditions for mediational analysis. In step 1, the effect of the independent variable on the dependent variable, taking control variables into account, is significant ($\beta = .143$, $p < .010$), with an adjusted R^2 of .129, where the first condition is fulfilled. In step 2, the independent variable (PSM) is a significant correlate of the mediator variable (job satisfaction) ($\beta = .372$, $p < .010$), with an adjusted R^2 of .176. Thus, the second condition is satisfied.

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

Step 3 and the ultimate result is where the significance of the correlation between PSM and employees' organizational commitment disappears, due to the mediation effect of job satisfaction. Thus, full mediation is achieved, with an adjusted R^2 of .236. In our mediation hypothesis, we assumed that the relation of PSM with employees' organizational commitment is more indirect than direct, and it is believed to be through job satisfaction. Thus, support is found for Hypothesis 3c', which states that job satisfaction fully mediates the relationship between PSM and employees' organizational commitment.

Sobel's test was conducted to further test the significance of the indirect effect of public service motivation. The result (Sobel's test statistic = 4.075, SE = 0.027, $p < 0.01$) confirms the significance of the indirect effect of public service motivation on employees' organizational commitment through its positive relationship with employees' job satisfaction. Hence, employees' level of job satisfaction fully and positively mediates the relationship between public service motivation and employees' organizational commitment, thereby supporting Hypothesis 3c'.

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

Table 4.9. Regression of Organizational Commitment on PSM and Job Satisfaction

	Step 1	Step 2	Step 3
	Organizational commitment	Job satisfaction	Organizational commitment
Tenure	0.0136 (0.0101)	-0.00151 (0.0122)	0.0141 (0.00962)
Age	-0.0147 (0.00929)	-0.0221* (0.0101)	-0.00806 (0.00870)
Monthly salary	0.00000973 (0.00000550)	0.0000102 (0.00000687)	0.00000669 (0.00000507)
Gender	0.261* (0.119)	0.0609 (0.142)	0.243* (0.109)
Sector of employment	-0.00719 (0.112)	0.130 (0.131)	-0.0458 (0.107)
Education	-0.166 (0.126)	-0.00829 (0.162)	-0.164 (0.126)
Job category	-0.289 (0.175)	-0.0148 (0.152)	-0.285 (0.155)
Marital status	-0.117 (0.115)	-0.0520 (0.133)	-0.101 (0.105)
HCHRM practices	0.145** (0.0545)	0.113 (0.0745)	0.111* (0.0527)
PSM	0.143** (0.0457)	0.372*** (0.0720)	0.0322 (0.0462)
Job satisfaction			0.298*** (0.0572)
_cons	4.081*** (0.492)	3.173*** (0.697)	3.135*** (0.513)
<i>N</i>	212	212	212
<i>adj. R-sq</i>	0.129	0.176	0.236

Standard errors in parentheses

* $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$

Gender: Female = 1, Male = 0; Marital status: Single = 1, Married = 0; PSM = Public service motivation; Job category: Health = 1, Administrative = 0; Level of qualification: BA/BSc = 1, MSc/MA = 0; Sector of employment: Private = 1, Public = 0; HCHRM: High-commitment human resources management.

4.5 Discussion

The results of the study contain essential findings. With reference to the main path from PSM to employees' organizational commitment (Hypothesis 3c), a positive significant association is

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

found that is consistent with both our assumption as well as findings of earlier researchers (e.g., Gould-Williams et al., 2015; Naff & Crum, 1999). The practical significance of the present study is relatively moderate, with R^2 of .170, and this also contributes to resolving the apparent contradictions in the findings of earlier studies. From such a finding, it is possible to infer that public service-motivated employees have a strong belief in and acceptance of the organization's goals and values, a willingness to exert considerable effort on behalf of the organization, and a strong desire to maintain membership in the organization.

The proposition about the relation between PSM and job satisfaction was another aim of the present study. It was assumed that PSM positively relates to job satisfaction (Hypothesis 3a). In line with our hypothesis and the results of previous research (e.g., Vandenabeele & Ban, 2009), we found a statistically significant relationship between PSM and job satisfaction. The analysis in the present study provides some evidence for the relations suggested by earlier studies and serves as an addition towards resolving the debate on the nature and the quality of such relationships. This is evident from a moderate effect size ($R^2 = .215$), even when high-commitment HRM practice is controlled for (Cohen, 2013).

Evidence was also found for the influence that goes from job satisfaction to employees' organizational commitment. We initially set a hypothesis that assumes that job satisfaction positively relates to the employees' level of organizational commitment (Hypothesis 3b). In line with other studies (Zeinabadi, 2010) and despite the findings of Curry et al., (1986), we proved the existence of a statistically significant positive association between job satisfaction and employees' organizational commitment. After controlling for high-commitment HRM practices and other items in respondents' backgrounds, the economic significance of the finding, with R^2 of .274, is believed to be moderate (Cohen, 2013).

The main tenet of the study was the mediation effect of job satisfaction on the relation between PSM and employees' organizational commitment. Our hypothesis (Hypothesis 3c'), stating that an increase in PSM is associated with an increased level of job satisfaction among health workers, which in turn is associated with an increased level of employees' organizational commitment, is well supported. Although we cannot arrive at a conclusive finding with such cross-sectional data, it is possible to infer that the mediator has a significant effect on the PSM-employees' organizational commitment relationship. However, the idea that positive feelings towards a work situation or an organizational setting mediate the effect of PSM on employees' organizational commitment in the health sector context is an interesting finding.

4.6 Conclusion

Nurturing organizational commitment among workers is of paramount importance for several reasons. To mention some: Employees who are highly committed stay longer, perform better, miss less work, and engage in organizational citizenship behaviors (Zeinabadi, 2010; Camilleri & Van Der Heijden, 2007). The same holds for health workers. Health workers who are not committed to their workplace are likely to put forth less effort as compared to those with high levels of commitment. This would adversely affect the patients in particular and the performance of the hospitals in general.

The findings of the present study are therefore important for hospital administrators to identify workers' commitment pattern and sort out strategies which, if implemented, would enhance employees' organizational commitment. Evidence from the present study suggests a potential benefit to using a PSM index as a criterion to hire employees. However, the need to make the work and work environment more conducive to employee satisfaction remains imperative to enable PSM to fetch a significant level of employees' organizational commitment. Given the current shortage of health workers in Ethiopia and the challenges of globalization that aggravate so-called brain drain, the potential of PSM to improve employees' commitment for better results makes the present study's contribution very significant. In the current situation of increased mobility, high employee turnover, and fierce competition for talent, the authors argue that it is necessary to identify context-specific drivers of organizational commitment such as enforcement of PSM-oriented recruitment and selection as well as the design of work in a way that the employees like most.

This study contributes to the existing theory of organizational behavior and is useful for minimizing the prevailing absence of empirical data on public service motivation in sub-Saharan Africa. The findings are also useful in solving problems associated with behavioral aspects of organizations, especially factors that influence organizational commitment among health workers. Consistent with this, the findings of the study suggest that organizations should consider some factors that have been identified to have a strong relation with organizational commitment and incorporate them in employees' recruitment and selection practices to improve their attitude in the workplace. Furthermore, the findings of this study can be of great help in designing jobs and working conditions for improving organizational commitment.

As is true for all research, this study is not immune to limitations. Thus, the following points are worth mentioning as part of the current research's limitations. The fact that data for the study is gathered from a single source at a single point in time is a potential source of

CHAPTER FOUR: THE MEDIATION EFFECT OF JOB SATISFACTION

common method bias, despite being controlled for to a great extent by the researchers. Thus, it is not conclusive enough to establish a causal order between the variables of interest. Further research could see the possibility of replicating the findings through the use of longitudinal data gathered from multiple sources. Moreover, had samples been considered from some more countries in sub-Saharan Africa, the result would have been more generalizable to all countries in the same context. Hence we propose that further research take additional samples from other sub-Saharan countries. As job satisfaction, may not be the only intervening variable in the relation between PSM and employees' organizational commitment, in-depth future study is required to identify other factors that contribute towards understanding employees' organizational commitment.

CHAPTER FIVE

5 CONCLUSIONS

5.1 Introduction

The aim of the present thesis was to reveal the chain of factors that leads into desirable employee attitudes, through the application of a more advanced modeling approach. Though there are multiple factors that determine these attitudes, the most commonly cited ones are HRM practices and public service motivation (Gould-Williams et al., 2015; Mostafa et al., 2015). Organizational commitment has become a prominent area of research since the work of Mowday et al., (1979) (see also Azeem, 2010), and remains a debated topic among present-day scholars.

Due to the complex nature of the factors upon which it depends, organizational commitment has come to be at the top of the organizational behavior debate (e.g., Gould-Williams, 2004; Wright et al., 2003; Boon & Kalshoven, 2014). The current thesis is not an exception to this reality. In an endeavor to elucidate the reason for employees to be committed to their employing organization, we have conducted three empirical studies that involve major factors believed to be associated with organizational commitment in one or another. Based on extant literature, we took HRM practices, PSM, and job satisfaction as contributing factors to employees' organizational commitment (Wright et al., 2003; Boon & Kalshoven, 2014). Whereas organizational commitment is treated as an outcome variable in Chapters 2 and 4, job satisfaction is considered as an outcome variable in Chapter 3.

In general, it has been identified that there is sound evidence for the reliance of employees' organizational commitment on the employees' perception of HRM practices, the level of their public service motivation, and job satisfaction, even when confounding variables are controlled. A summary of the hypotheses tested in the course of the present studies is given in the table below.

Table 5.1 Hypotheses of the Studies

Study	Hypothesis
One	<p>H1c: HRM practices positively influence organizational commitment.</p> <p>H1a: The perceived level of HRM practices positively influences employees' level of job satisfaction.</p> <p>H1b: Workers' level of job satisfaction positively influences their organizational commitment.</p> <p>H1c': Workers' level of job satisfaction fully mediates the influence of HRM practices on organizational commitment.</p>
Two	<p>H2a: HRM practices are positively related to employees' job satisfaction.</p> <p>H2b: PSM positively influences employees' job satisfaction.</p> <p>H2c: PSM will moderate the relation between HRM practices and job satisfaction, such that this association will be stronger when PSM is high and weaker when PSM is low.</p>
Three	<p>H3c: Public service motivation positively relates to employees' organizational commitment.</p> <p>H3a: Public service motivation positively relates to employees' job satisfaction.</p> <p>H3b: Employees' job satisfaction positively relates to their level of organizational commitment.</p> <p>H3c': Employees' job satisfaction fully mediates the relationships between PSM and organizational commitment, such that increases in PSM associated with the increases in job satisfaction among health workers, which in turn lead to increased organizational commitment.</p>

5.2 Summary of Empirical Findings

5.7.1 HRM practices

The commitment model of HRM practices emphasizes the importance of developing a sense of identity through involvement in a shared activity and shared organizational goals (Guest, 2002; Gould-Williams, 2004). The underlying concept of this thinking is that the scope for autonomy together with an appropriate incentive scheme should lead to intrinsic and extrinsic rewards for workers (e.g., Steijn, 2004; Bibi et al., 2012). The commitment comes through the process of investment in workers via HR practices (Wright & Kehoe, 2008), whereby workers are trusted

to exercise autonomy and to be motivated to contribute to organizational performance. In contrast, critics have noted that it might also lead to an intensification of work and higher levels of stress in terms of work pressures and possibly competing commitments (Ramsay et al., 2000).

As indicated in the previous section of the study, consensus has not yet been reached regarding the nature and quality of the relation between employees' perception of HRM practices and their level of job satisfaction. In this regard, scholars hold two antagonistic views, pessimistic and optimistic, notwithstanding the views of scholars who are skeptical about the issue (Peccei & Rosenthal, 2001; Peccei, 2004). Therefore, in one of our empirical studies, we attempted to contribute to the resolution of the debate, whereby we proposed that if employees believe that high-commitment HRM is highly practiced, they would exhibit a higher level of job satisfaction, and vice versa. The underlying argument for this proposition is that employees who believe that high-commitment HRM is highly practiced would expect an environment that is empowering, with better opportunity for advancement, an environment with trust, with equitable pay, etc., due to which employees report high levels of job satisfaction. However, the opponents of this view argue that with such progressive HRM practices comes more surveillance by superiors and colleagues, which in a real sense is more exploitative, due to which employees report low levels of job satisfaction (Guest, 2002).

In order to resolve these antagonistic views regarding the effect of HRM practice on employees' job satisfaction, we proposed and tested a hypothesis in line with the optimistic thinking. Consistent with the claims of optimistic scholars and counter to the views of pessimists, we found that better employees' perception of the prevailing level of HRM practices is associated with a higher level of job satisfaction. This positive association between HRM practices and employees' organizational commitment is true if and only if the employees' sectoral tenure, gender, age, sector of employment, educational qualification, salary, marital status, and job category are kept constant for the sake of control.

In the other empirical study, PSM is plugged in as a moderator variable between HRM practices and employees' job satisfaction. In his contemplation about the skepticism, Peccei (2004) suggested the inclusion of variables in the form of either moderation or mediation in the model. Consistent with this suggestion, we have confirmed the possibility of PSM's moderation of the relation between HRM and employees' job satisfaction. In line with the requirement of the model (Baron & Kenny 1986), we confirmed that there is no significant association between PSM and HRM practice in either direction. However, there is a statistically significant relation between PSM and employees' job satisfaction (e.g., Vandenabeele, 2009; Knoop, 1994), which

raises issues related to the moderation effect of PSM on the relation between HRM practices and employees' organizational commitment. Our finding indicates that at the highest level of PSM, employees report a greater level of job satisfaction if they believe that HRM is highly practiced by the employing organization. This does not hold true at the lower level of PSM, where employees feel the same level of job satisfaction regardless of the prevailing level of HRM practices. Hence, the association between HRM practices and job satisfaction is found to be contingent upon employees' level of PSM. So job satisfaction will be higher for employees with a greater level of a predisposed desire to serve others if there is a high perceived level of HRM practices.

Similarly, we could not find any reason to reject the claim about a positive association between HRM practices and employees' organizational commitment. In the course of the study, we found adequate supporting evidence of a strong positive association between employees' perception of existing HRM practices and their resultant commitment to the employing organization, which in fact is a direct relation and remains true as long as such variables as sectoral tenure, gender, age, sector of employment, educational qualification, salary, marital status, and job category of the employees are kept constant as part of a control model. While the significant relation between HRM practice and employees' organizational commitment is an interesting finding, it is only a precondition for the test of a mediation model of the relationship. Hence, we launched a model of HRM practice-employees' organizational commitment that involves job satisfaction.

In an attempt to determine the role of job satisfaction in the relation between HRM practices and employees' organizational commitment, a mediation analysis was conducted. Its results showed that the positive association between HRM practice and employees' organizational commitment no longer existed when the employees' level of job satisfaction was taken into account. Based on the famous social exchange theory (Homans, 1958), we initially held the assumption that job satisfaction is the mechanism through which employees determine whether to reciprocate based on their favorable perception of the HRM practices by increasing their commitment to the organization or not. The finding is that employees report a better satisfaction with their job when they believe that HRM is widely practiced by the employing organization. These feelings of heightened job satisfaction ultimately manifest themselves in the form of employees' organizational commitment (Porter et al., 1974). Thus, job satisfaction fully mediates the relation between HRM practices and employees' organizational commitment with controlled demographic variables. The mediation is such that HRM practices such as

employee empowerment and good working conditions will motivate employees to develop a commitment towards the organization.

5.7.2 Public service motivation

Public service motivation is used, both as an independent and a moderator variable, in two of our empirical studies. In one of the empirical studies, where it was treated as an independent variable, we tested a mediation model that goes from PSM to employee organizational commitment through job satisfaction. As part of the model requirement, it was mandatory to ascertain a significant association between PSM and job satisfaction on the one hand and job satisfaction and organizational commitment on the other (Baron & Kenny, 1986). Similar to the claims by Gould-Williams et al., (2015) and Bibi et al., (2012), we confirmed a direct positive relation between PSM and job satisfaction as well as between job satisfaction and employees' organizational commitment (Porter et al., 1974; Bhuian & Abdul-Muhmin, 1997; Azeem, 2010). Even though job satisfaction as an outcome of HRM practices for employees is a positive correlate of HRM, it is a precursor of the employees' commitment to the organization (Porter et al., 1974). In the same vein, our result replicates the findings of earlier researchers by indicating a statistically significant positive association between job satisfaction and employees' organizational commitment, which is neither directional nor conditional.

Besides the two models, there was also a significant positive association between PSM and employees' organizational commitment, which actually is consistent with the claims of earlier research (e.g., Camilleri & Van Der Heijden, 2007). However, pertinent to the inclusion of job satisfaction as a mediator, the direct association between PSM and employees' organizational commitment became insignificant. The findings of this work can be considered as evidence suggesting the mediation effect of job satisfaction between PSM and employees' organizational commitment. Thus, the mechanism through which PSM influences employees' organizational commitment is that of ensuring better job satisfaction, which ultimately engenders employees' organizational commitment. This is possible through the use of PSM as an index of employee selection criteria and the design and implementation of jobs in such a way that employees work independently, differently, and competently, in attractive working conditions. This is consistent with the contention that a well-satisfied employee with a greater level of PSM who joins an organization would ultimately accept the goals of the organization, be more involved in the matters of the organization, and be willing to remain with the organization.

Even though we have included gender as a covariate of organizational commitment in all of our empirical studies, it appeared to be a significant predictor of employees' organizational commitment in only one of the studies. In order to measure gender, a dummy was created in reference to the female employees' group. In all of the empirical studies, female employees make up about 38.8% of the total respondents, which is more or less similar to the prevailing gender proportion of employment in the Ethiopian context (e.g., Deribe, Hibret, & Terefe, 2013). The regression result is such that female employees are more committed to the organization than their male counterparts are. Consistent with Guest (1987) and Altinoz, Cakiroglu, and Cop (2012), we conclude that employees' gender matters as far as their commitment to their employing organization is concerned.

5.8 Theoretical and Practical Implications

Our finding makes a number of contributions to both HRM literature and practice by developing a theoretical reasoning and offering new empirical evidence. The study offers two interesting findings on the mediating role of job satisfaction in the relationship between HRM practices and organizational commitment as well as between PSM and organizational commitment in a developing country context. Moreover, the controversial nature of the association between HRM practices and job satisfaction has been addressed due to the integration of PSM into the HRM practices-job satisfaction model. Veld (2012) suggests that a contextually based research approach that takes into account the specific characteristics of the hospital context helps to link the gap between research and practice. Hence, the present research has crucial implications for the health sector in general and the hospital sector in particular.

5.8.1 Theoretical implications

This study contributes to the existing theory of HRM and organizational behavior in four ways. First, it maps out the mechanisms through which HRM practices ultimately engender a greater organizational commitment. To this end, we confirm that the relation between these two constructs is not direct; rather it is more prominent when employees' feeling of job satisfaction is heightened. We also reaffirm that job satisfaction is a more immediate, but less stable outcome of HRM practices than employees' organizational commitment. It is due to this immediate nature of the employees' job satisfaction that it becomes the tool through which the effect of HRM practices on employees' organizational commitment seems to be stronger.

Second, scholars who were skeptical (e.g., Ramsay et al., 2000; Peccei, 2004) about the association between HRM practices and job satisfaction would appreciate the role of PSM in strengthening the influence on job satisfaction. In the course of the present study, it was made clear that the relationship between HRM practices and job satisfaction is neither direct nor unconditional. The implication is that employees' level of PSM is very important for the HRM practice to have a meaningful relation with job satisfaction. Employees who join a given organization with a high predisposed desire to serve society would have the highest propensity to be satisfied with their job. The relation doesn't exist at the low level of PSM, which is the reason for the skepticism. Hence, unless employees have the highest PSM, HRM practices alone will not result in better job satisfaction. In addition, our research supports the optimists' claim about the relation between HRM practices and employee job satisfaction.

Third, this study also makes a novel contribution in terms of behavioral aspects of organizations, especially factors that influence organizational commitment among health workers. As indicated at the very beginning of this section, the causes of organizational commitment are varied and complex, which makes our knowledge of what really make employees committed to the employing organization limited. Though there are several claims about the direct relation of PSM with organizational commitment in the literature, none of them have proved the role of job satisfaction in this model. Hence, the present study makes a novel contribution in indicating the regenerative mechanism through which PSM relates to employees' organizational commitment. The theoretical path from PSM to organizational commitment is stronger when job satisfaction is taken in to account. This is in line with the fact that employees who are high in PSM when provided with the opportunity to serve societal needs exhibit the highest satisfaction with their job, which in turn creates a psychological bond between the employees and the organization (Homberg et al., 2015).

Finally, this study extends the theory of HRM practices, PSM, and organizational commitment into sub-Saharan Africa, where the study of management in general and HRM in particular has been largely ignored in the academic management literature (e.g., Gbadamosi, 2003). Given the current shortage of health workers in Ethiopia and the challenges of globalization that aggravate brain drain, the potential of our findings to improve employees' commitment for better result is very significant. The current findings also indicate mechanisms through which to mitigate the negative effects of the current situation of increased mobility, high employee turnover, and fierce competition for talented personnel. To this end the authors argue that it is necessary to identify context-specific drivers of organizational commitment such

as enforcement of PSM oriented recruitment and selection as well as the design of work that employees like most.

5.8.2 Practical implications of the thesis

The practical implications of the present study for Ethiopian health sector are of paramount importance, as this sector is suffering from such problems as employees' lack of organizational commitment, which is apparent from the attrition rate of physicians and nurses over the past two decades (Berhan, 2008). Thus, through the application of such high-commitment HRM practices as highly harmonized non-pay benefits, family friendly policies, greater extent of autonomy, and equal opportunity policies, managers of the health sector in general could achieve a highly significant level of employees' organizational commitment. In line with this, we suggest that organizations consider the application of high-commitment HRM practices by integrating them with employees' job satisfaction and PSM. If managers are to ultimately gain the workers' commitment to the organization, they have to pay attention to the aforementioned high-commitment HRM practices that are likely to result in greater employees' job satisfaction. By designing jobs and working conditions for improving organizational commitment, managers of Ethiopian health sector can reduce the risk of losing their physicians and nurses to more attractive sectors and foreign countries. This is consistent with the idea that if employees like their job, then they ultimately will be committed to their employing organization. The rationale behind this idea is that no one will want to leave a job he/she likes. We also strongly recommend that organizations incorporate PSM indexes in employee recruitment and selection practices to improve their attitude in the workplace.

As part of the health sector reform, the managers of health sectors in sub-Saharan African countries may consider the use of HRM practices to boost their employees' job satisfaction for easy mobilization of the workforce to achieve the desired change. Moreover, we suggest the use of PSM indexes such as individuals' belief about the public sector activities' contribution to general welfare, individuals' interest in helping others, individuals' propensity to risk personal loss to help society and the like to be considered in the selection of employees for the health sector, because employees with a high PSM would easily be satisfied with their job and would be committed to the employing organization. A satisfied workforce would be more committed to seeing improved management effectiveness in their hospitals.

5.8.3 Limitations and suggestions for future research

This research is not immune to all the weaknesses inherent in studies of the same design. Hence, the findings of this research should be viewed in line with the following limitations. First, while this thesis is not a cross-country comparison, the generalizability of its empirical evidence to other contexts is limited. This is due to the small sample size taken from a single country, Ethiopia. So as to contribute to the open debate on the universal application of HRM practices and PSM towards a better employee attitude, there is a need to conduct further research by including samples from more countries in sub-Saharan Africa.

Second, one should bear in mind that the causal relationships between study variables and their interaction effects could not be established with confidence. Despite the availability of some literature regarding the directions of the causal relationships between the variables, especially job satisfaction and organizational commitment and some clues on PSM, it is possible for reverse causality to occur. Drawing on Bateman and Strasser (1984), we argue not only that job satisfaction interacts with PSM to determine an employee's organizational commitment, but also that organizational commitment could elicit employees' job satisfaction, which then interacts with PSM to cause employees' job satisfaction. We contend that research based on longitudinal data would yield better internal validity. Hence, we propose future research using longitudinal data with an experimental design.

Third, the fact that all data regarding HRM practices, job satisfaction, PSM, and organizational commitment are gathered from the same source might create the potential for common method bias (Chang et al., 2010; Podsakoff et al., 2012). Although we tried to ensure anonymity of the responses in an ex ante effort, and we used post-hoc statistical techniques for detecting common method variance to ensure that it does not appear to be a pervasive problem in this study, the efforts are subject to limitations (Podsakoff et al., 2012). The studies of the relations among HRM practices, PSM, employees' organizational commitment, and job satisfaction should incorporate alternative designs. It would be more sensible to minimize common method variance in the first place by collecting data from more than one source (e.g., managers' response).

The study of employees' well-being should have included the job stress aspect in addition to job satisfaction. Indeed, a job stress scale was part of our survey instrument. However, due to a lack of construct validity, we had to exclude job stress from further analyses, and we focused only on the job satisfaction aspect of employees' well-being in the present thesis. Hence, there is some incompleteness in this regard. So, we suggest that future research should consider the inclusion of the job stress aspect of employees' well-being.

Finally, like PSM, gender is closely associated with employees' organizational commitment (Marsden et al., 1993). It is also reported that women choose government employment more often than their male counterparts do (Blank, 1985). Due to the significant association of gender with employees' organizational commitment observed in the present study ($\beta = .243$, $p < .05$), future studies on PSM's effects on employees' organizational commitment should include gender as a moderator.

REFERENCES

- Abugre, J. B. (2014). Job satisfaction of public sector employees in sub-Saharan Africa: Testing the minnesota satisfaction questionnaire in Ghana. *International Journal of Public Administration*, 37(10), 655-665.
- Adeyemo, D. A. (2000). Job involvement, career commitment, organizational commitment and job satisfaction of the Nigerian police. A multiple regression analysis. *Journal of Advance Studies in Educational Management*, 5(6), 35-41.
- Alfes, K., Shantz, A., & Truss, C. (2012). The link between perceived HRM practices, performance and well-being: The moderating effect of trust in the employer. *Human Resource Management Journal*, 22(4), 409-427.
- Allen, N. J., & Meyer, J. P. (1990). Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of Management Journal*, 33(4), 847-858.
- Altinoz, M., Cakiroglu, D., & Cop, S. (2012). The effect of job satisfaction of the talented employees on organizational commitment: A field research. *Social and Behavioral Sciences*, 58(8), 322-330.
- Andersen, L. B., & Kjeldsen, A. M. (2013). Public service motivation, user orientation, and job satisfaction: A question of employment sector? *International Public Management Journal*, 16(2), 252-274.
- Andolsěk, D. M., & Sťebe, J. (2004). Multinational perspectives on work values and commitment. *International Journal of Cross Cultural Management*, 4(2), 181-209.
- Angle, H. L., & Perry, J. L. (1981). An empirical assessment of organizational commitment and organizational effectiveness. *Administrative Science Quarterly*, 26(1), 1-14.
- Appelbaum, E., Bailey, T., Berg, P., & Kalleberg, A. (2000). *Manufacturing advantage: Why high-performance work systems pay off*. Ithaca: Cornell University Press.
- Arthur, J. B. (1994). Effects of human resource systems on manufacturing performance and turnover. *Academy of Management Journal*, 37(3), 670-687.
- Azeem, S. M. (2010). Job satisfaction and organizational commitment among employees in the Sultanate of Oman. *Psychology*, 1(4), 295.
- Bakhshi, A., Sharma, A. D., & Kumar, K. (2011). Organizational commitment as predictor of organizational citizenship behavior. *European Journal of Business and Management*, 3(4), 78-86.

- Barker, J. R. (1993). Tightening the iron cage: Concertive control in self-managing teams. *Administrative Science Quarterly*, 38(1), 408-437.
- Baron, R. M., & Kenny, D. A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
- Bashir, S., & Ramay, M. I. (2008). Determinants of organizational commitment: A study of information technology professionals in Pakistan. *Journal of Behavioral and Applied Management*, 9(2), 226.
- Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. *Academy of Management Journal*, 27(1), 95-112.
- Beer, M., Eisenstat, R. A., & Foote, N. (2009). *High commitment, high performance: How to build a resilient organization for sustained advantage*. San Francisco: Jossey-Bass.
- Bello-Pintado, A. (2015). Bundles of HRM practices and performance: Empirical evidence from a Latin American context. *Human Resource Management Journal*, 25(3), 311-330.
- Bender, K. A., Donohue, S. M., & Heywood, J. S. (2005). Job satisfaction and gender segregation. *Oxford Economic Papers*, 57(3), 479-496.
- Berhan, Y. (2008). Medical doctors profile in Ethiopia: Production, attrition and retention in memory of 100-years Ethiopian modern medicine & the new Ethiopian millennium. *Ethiopian Medical Journal*, 46, 1-77.
- Bibi, A., Lanrong, Y., & Haseeb, M. (2012). The human resource management and job satisfaction of the employees of the Pakistani universities. *Universal Journal of Management and Social Sciences*, 2(5), 8-21.
- Blank, R. M. (1985). An analysis of workers' choice between employment in the public and private sectors. *Industrial & Labor Relations Review*, 38(2), 211-224.
- Blau, P. M. (1964). *Exchange and power in social life*. New Brunswick & London: Transaction Publishers.
- Boon, C., Den Hartog, D. N., Boselie, P., & Paauwe, J. (2011). The relationship between perceptions of HR practices and employee outcomes: Examining the role of person–organisation and person–job fit. *The International Journal of Human Resource Management*, 22(01), 138-162.
- Boon, C., & Kalshoven, K. (2014). How high-commitment HRM relates to engagement and commitment: The moderating role of task proficiency. *Human Resource Management*, 53(3), 403-420.

- Boyne, G. A. (2002). Public and private management: What's the difference? *Journal of Management Studies*, 39(1), 97-122.
- Brewster, C., Tregaskis, O., Hegewisch, A., & Mayne, L. (2000). Comparative research in human resource management: A review and an example. In H. Scullion (Ed.), *New challenges for european human resource management* (pp. 324-348). London: Springer.
- Bright, L. (2008). Does public service motivation really make a difference on the job satisfaction and turnover intentions of public employees? *The American Review of Public Administration*, 38(2), 149-166.
- Brooke, P. P., Russell, D. W., & Price, J. L. (1988). Discriminant validation of measures of job satisfaction, job involvement, and organizational commitment. *Journal of Applied Psychology*, 73(2), 139.
- Camilleri, E. (2006). Towards developing an organisational commitment-public service motivation model for the Maltese public service employees. *Public Policy and Administration*, 21(1), 63-83.
- Camilleri, E., & Van Der Heijden, B. I. (2007). Organizational commitment, public service motivation, and performance within the public sector. *Public Performance & Management Review*, 31(2), 241-274.
- Cao, J., & Hamori, M. (2015). The impact of management development practices on organizational commitment. *Human Resource Management*. doi:10.1002/hrm.21731.
- Cerese, F. P., & Farinella, D. (2009). Public service motivation: How does it relate to management reforms and changes in the working situation of public organizations? A case study of the Italian revenue agency. *Public Policy and Administration*, 24(3), 281-308.
- Chan, S. H., & Qiu, H. H. (2011). Loneliness, job satisfaction, and organizational commitment of migrant workers: Empirical evidence from China. *The International Journal of Human Resource Management*, 22(5), 1109-1127.
- Chang, S., Arjen, V. W., & Eden, L. (2010). From the editors: Common method variance in international business research. *Journal of International Business Studies*, 41(2), 178-184.
- Chughtai, A. A., & Zafar, S. (2006). Antecedents and consequences of organizational commitment among Pakistani university teachers. *Applied HRM Research*, 11(1), 39-64.

- CIA. (2015). The world fact book. from <https://www.cia.gov/library/publications/the-world-factbook/geos/et.html>
- Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Labour Economics*, 4(4), 341-372.
- Coetzee, M., Tladinyane, R., Lumley, J., & Ferreira, N. (2011). Exploring the job satisfaction and organisational commitment of employees in the information technology environment. *Southern African Business Review*, 15(1), 100-118.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. New York: Routledge Academic.
- Cohen, J. (2013). *Statistical power analysis for the behavioral sciences*. New York: Routledge Academic.
- Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple correlation/regression analysis for the behavioral sciences*: Mahwah, NJ: Lawrence Erlbaum Associates.
- Collins, C., Green, A., & Hunter, D. (1999). Health sector reform and the interpretation of policy context. *Health Policy*, 47(1), 69-83.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
- Curry, J. P., Wakefield, D. S., Price, J. L., & Mueller, C. W. (1986). On the causal ordering of job satisfaction and organizational commitment. *Academy of Management Journal*, 29(4), 847-858.
- Davis, R. S. (2013). Unionization and work attitudes: How union commitment influences public sector job satisfaction. *Public Administration Review*, 73(1), 74-84.
- Debrah, M. A., & Budhwar, P. S. (2004). Pressures and the challenges for HRM in developing countries. *Human Resource Management in Developing Countries*, 5, 238.
- DeCotiis, T. A., & Summers, T. P. (1987). A path analysis of a model of the antecedents and consequences of organizational commitment. *Human Relations*, 40(7), 445-470.
- DeHart-Davis, L., Davis, R. S., & Mohr, Z. (2014). Green tape and job satisfaction: Can organizational rules make employees happy? *Journal of Public Administration Research and Theory*, 25(8), 849-876.
- Dyer, L., & Reeves, T. (1995). Human resource strategies and firm performance: What do we know and where do we need to go? *The International Journal of Human Resource Management*, 6(3), 656-670.

- Edgar, F., & Geare, A. (2005). HRM practice and employee attitudes: Different measures—different results. *Personnel Review*, 34(5), 534-549.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51.
- Ekvaniyan, K. E. (2012). Organizational commitment and job satisfaction in Islamic Azad University. *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 168.
- Ellemers, N., de Gilder, D., & van den Heuvel, H. (1998). Career-oriented versus team-oriented commitment and behavior at work. *Journal of Applied Psychology*, 83(5), 717.
- Eslami, J., & Gharakhani, D. (2012). Organizational commitment and job satisfaction. *ARPNS Journal of Science and Technology*, 2(2), 85-91.
- Farnham, D., & Horton, S. (1996). Public service managerialism: A review and evaluation. In D. Farnham & S. Horton (Eds.), *Managing the new public services* (pp. 259-276). London: Springer.
- FMOH. (2009). Health indicators, Ethiopian fiscal year.
- FMOH. (2010). Health sector development programme iv, 2010/11 – 2014/15.
- FMOH. (2015). Health sector transformation plan of 2015/16.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of Marketing Research*, 18(3), 382-388.
- García-Prado, A., & Chawla, M. (2006). The impact of hospital management reforms on absenteeism in Costa Rica. *Health Policy and Planning*, 21(2), 91-100.
- Gaskin, J. (2012). Gaskination's statwiki. from <http://statwiki.kolobkcreations.com>
- Gbadamosi, G. (2003). HRM and the commitment rhetoric: Challenges for Africa. *Management Decision*, 41(3), 274-280.
- Giauque, D., Ritz, A., Varone, F., Anderfuhren-Biget, S., & Waldner, C. (2011). Putting public service motivation into context: A balance between universalism and particularism. *International Review of Administrative Sciences*, 77(2), 227-253.
- Glisson, C., & Durick, M. (1988). Predictors of job satisfaction and organizational commitment in human service organizations. *Administrative Science Quarterly*, 33(1), 61-81.
- Gould-Williams, J. S. (2004). The effects of "high commitment" HRM practices on employee attitude: The views of public sector workers. *Public Administration*, 82(1), 63-81.

- Gould-Williams, J. S. (2007). HR practices, organizational climate and employee outcomes: evaluating social exchange relationships in local government. *The International Journal of Human Resource Management*, 18(9), 1627-1647.
- Gould-Williams, J. S., Bottomley, P., Redman, T., Snape, E. D., Bishop, D. J., Limpanitgul, T., & Mostafa, A. M. (2014). Civic duty and employee outcomes: Do high commitment human resource practices and work overload matter? *Public Administration*, 92(4), 937-953.
- Gould-Williams, J. S., & Davies, F. (2005). Using social exchange theory to predict the effects of HRM practice on employee outcomes: An analysis of public sector workers. *Public Management Review*, 7(1), 1-24.
- Gould-Williams, J. S., & Mohamed, R. B. (2010). A comparative study of the effects of "best practice" HRM on worker outcomes in Malaysia and England local government. *The International Journal of Human Resource Management*, 21(5), 653-675.
- Gould-Williams, J. S., Mostafa, A. M., & Bottomley, P. (2015). Public service motivation and employee outcomes in the Egyptian public sector: Testing the mediating effect of person-organization fit. *Journal of Public Administration Research and Theory*, 25(2), 597-622.
- Guest, D. (1987). Human resource management and industrial relations. *Journal of Management Studies*, 24(5), 503-521.
- Guest, D. (1997). Human resource management and performance: A review and research agenda. *International Journal of Human Resource Management*, 8(3), 263-276.
- Guest, D. (2002). Human resource management, corporate performance and employee wellbeing: Building the worker into HRM. *Journal of Industrial Relations*, 44(3), 335-358.
- Guest, D. (2011). Human resource management and performance: Still searching for some answers. *Human Resource Management Journal*, 21(1), 3-13.
- Guthrie, J. P. (2001). High-involvement work practices, turnover, and productivity: Evidence from New Zealand. *Academy of Management Journal*, 44(1), 180-190.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2010). *Multivariate data analysis*. Englewood Cliffs, NJ: Prentice Hall.
- Harris, C., Fitzgerald, L., Annabelle, M., McKee, L., Cortvriend, P., & Hyde, P. (2007). Human resource management and performance in healthcare organisations. *Journal of Health Organization and Management*, 21(4/5), 448-459.

- Hartwig, K., Pashman, J., Cherlin, E., Dale, M., Callaway, M., Czaplinski, C., . . . Bradley, E. H. (2008). Hospital management in the context of health sector reform: A planning model in Ethiopia. *The International Journal of Health Planning and Management*, 23(3), 203-218.
- Hauff, S., Alewell, D., & Hansen, N. K. (2014). HRM systems between control and commitment: Occurrence, characteristics and effects on HRM outcomes and firm performance. *Human Resource Management Journal*, 24(4), 424-441.
- Hayes, A. F. (2013). *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. New York: Guilford Press.
- Hofstede, G. (1980). Culture and organizations. *International Studies of Management & Organization*, 10(4), 15-41.
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597-606.
- Homberg, F., McCarthy, D., & Tabvuma, V. (2015). A meta-analysis of the relationship between public service motivation and job satisfaction. *Public Administration Review*, 75(5), 711-722.
- Huang, Q., & Gamble, J. (2015). Social expectations, gender and job satisfaction: Front-line employees in China's retail sector. *Human Resource Management Journal*, 25(3), 331-347.
- Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal*, 38(3), 635-672.
- Innocenti, L., Profili, S., & Sammarra, A. (2013). Age as moderator in the relationship between HR development practices and employees' positive attitudes. *Personnel Review*, 42(6), 724-744.
- Jiang, K., Lepak, D. P., Han, K., Hong, Y., Kim, A., & Winkler, A. (2012). Clarifying the construct of human resource systems: Relating human resource management to employee performance. *Human Resource Management Review*, 22(2), 73-85.
- Jin, M. (2013). Public service motivation: A cross-country study. *International Journal of Public Administration*, 36(5), 331-343.
- Kaiser, H. F. (1970). A second generation little jiffy. *Psychometrika*, 35(4), 401-415.
- Kamdron, T. (2005). Work motivation and job satisfaction of Estonian higher officials. *International Journal of Public Administration*, 28(13-14), 1211-1240.

- Keenoy, T. (1997). HRMism and the languages of re-presentation. *Journal of Management Studies*, 34(5), 246.
- Kim, S. (2009). IT employee job satisfaction in the public sector. *International Journal of Public Administration*, 32(12), 1070-1097.
- Kim, S., Vandenabeele, W., Wright, B. E., Andersen, L. B., Cerase, F. P., Christensen, R. K., . . . Liu, B. (2013). Investigating the structure and meaning of public service motivation across populations: Developing an international instrument and addressing issues of measurement invariance. *Journal of Public Administration Research and Theory*, 23(1), 79-102.
- Kim, W., Leong, J. K., & Lee, Y. (2005). Effect of service orientation on job satisfaction, organizational commitment, and intention of leaving in a casual dining chain restaurant. *International Journal of Hospitality Management*, 24(2), 171-193.
- Kinnie, N., Hutchinson, S., Purcell, J., Rayton, B., & Swart, J. (2005). Satisfaction with HR practices and commitment to the organisation: Why one size does not fit all. *Human Resource Management Journal*, 15(4), 9-29.
- Knoop, R. (1994). Work values and job satisfaction. *The Journal of Psychology*, 128(6), 683-690.
- Kooij, D., Guest, D. E., Clinton, M., Knight, T., Jansen, P. G. W., & Dikkers, J. S. E. (2013). How the impact of HR practices on employee well-being and performance changes with age. *Human Resource Management Journal*, 23(1), 18-35.
- Koster, F. (2011). Able, willing, and knowing: The effects of HR practices on commitment and effort in 26 European countries. *The International Journal of Human Resource Management*, 22(14), 2835-2851.
- Kutner, M., Nachtsheim, C., & Neter, J. (2004). *Applied linear regression models* (4th ed.). New York: McGraw-Hill Irwin.
- Landsbergis, P. A., Cahill, J., & Schnall, P. (1999). The impact of lean production and related new systems of work organization on worker health. *Journal of Occupational Health Psychology*, 4(2), 108.
- Liao, S., Hu, D., & Chung, H. (2009). The relationship between leader-member relations, job satisfaction and organizational commitment in international tourist hotels in Taiwan. *The International Journal of Human Resource Management*, 20(8), 1810-1826.
- Lindelow, M., & Serneels, P. (2006). The performance of health workers in Ethiopia: Results from qualitative research. *Social Science & Medicine*, 62(9), 2225-2235.

- Liu, B., Tang, N., & Zhu, X. (2008). Public service motivation and job satisfaction in China: An investigation of generalisability and instrumentality. *International Journal of Manpower*, 29(8), 684-699.
- Locke, E. A. (1976). The nature and causes of job satisfaction. In T. D. Cook, D. T. Campbell & M. D. Dunnette (Eds.), *Handbook of industrial and organizational psychology*. New York: Holt, Reinhart and Winston.
- Marescaux, E., De Winne, S., & Sels, L. (2013). HR practices and affective organisational commitment: When does HR differentiation pay off? *Human Resource Management Journal*, 23(4), 329-345.
- Markovits, Y., Davis, A. J., Fay, D., & Dick, R. V. (2010). The link between job satisfaction and organizational commitment: Differences between public and private sector employees. *International Public Management Journal*, 13(2), 177-196.
- Marsden, D., & Richardson, R. (1994). Performing for pay? The effects of "merit pay" on motivation in a public service. *British Journal of Industrial Relations*, 32(2), 243-261.
- Mathauer, I., & Imhoff, I. (2006). Health worker motivation in Africa: The role of non-financial incentives and human resource management tools. *Human Resources for Health*, 4(1), 24.
- Mathieu, J. E., & Zajac, D. M. (1990). A review and meta-analysis of the antecedents, correlates, and consequences of organizational commitment. *Psychological Bulletin*, 108(2), 171.
- McPhee, S. D., & Townsend, L. J. (1992). A study of organizational commitment and job satisfaction among air force occupational therapy officers. *Military Medicine*, 153(3), 117-121.
- Messersmith, J. G., Patel, P. C., Lepak, D. P., & Gould-Williams, J. S. (2011). Unlocking the black box: Exploring the link between high-performance work systems and performance. *Journal of Applied Psychology*, 96(6), 1105.
- Meyer, J. P., & Smith, C. A. (2000). Hrm practices and organizational commitment: Test of a mediation model. *Canadian Journal of Administrative Sciences/Revue Canadienne Des Sciences De L'administration*, 17(4), 319-331.
- Meyer, J. P., Stanley, D. J., Herscovitch, L., & Topolnytsky, L. (2002). Affective, continuance, and normative commitment to the organization: A meta-analysis of antecedents, correlates, and consequences. *Journal of Vocational Behavior*, 61(1), 20-52.

- Moorman, R. H. (1991). Relationship between organizational justice and organizational citizenship behaviors: Do fairness perceptions influence employee citizenship? *Journal of Applied Psychology*, 76(6), 845.
- Morris, J. H., & Steers, R. M. (1980). Structural influences on organizational commitment. *Journal of Vocational Behavior*, 17(1), 50-57.
- Mostafa, A. M., & Gould-Williams, J. S. (2014). Testing the mediation effect of person–organization fit on the relationship between high performance HR practices and employee outcomes in the Egyptian public sector. *The International Journal of Human Resource Management*, 25(2), 276-292.
- Mostafa, A. M., Gould-Williams, J. S., & Bottomley, P. (2015). High-performance human resource practices and employee outcomes: The mediating role of public service motivation. *Public Administration Review*, 75(5), 747-757.
- Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Organizational linkages: The psychology of commitment, absenteeism, and turnover*. San Diego, CA: Academic Press.
- Mowday, R. T., Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior*, 14(2), 224-247.
- Moynihan, D. P., & Pandey, S. K. (2007). Finding workable levers over work motivation comparing job satisfaction, job involvement, and organizational commitment. *Administration & Society*, 39(7), 803-832.
- Munene, J. C. (1991). Organizational environment in Africa: A factor analysis of critical incidents. *Human Relations*, 44(5), 439-458.
- Naff, K. C., & Crum, J. (1999). Working for America: Does public service motivation make a difference? *Review of Public Personnel Administration*, 19(4), 5-16.
- Orth, U., Robins, R. W., & Widaman, K. F. (2012). Life-span development of self-esteem and its effects on important life outcomes. *Journal of Personality and Social Psychology*, 102(6), 1271.
- Osibanjo, O. A., Abiodun, J. A., & Kehinde, J. O. (2012). Human resource management and employee job satisfaction: Evidence from the Nigerian banking industry. *Review of Economic Studies and Research Virgil Madgearu*, 5(1), 109.
- Oyewobi, L. O., Suleiman, B., & Muhammad-Jamil, A. (2012). Job satisfaction and job commitment: A study of quantity surveyors in Nigerian public service. *International Journal of Business and Management*, 7(5), 179.
- Paauwe, J. (2004). *HRM and performance: Achieving long-term viability*. Oxford: Oxford University Press.

- Paauwe, J., & Boselie, P. (2007). HRM and societal embeddedness. In P. W. Boxall (Ed.), *The Oxford handbook of human resource management* (pp. 166-186). Oxford: Oxford University Press.
- Pandey, S. K., Wright, B. E., & Moynihan, D. P. (2008). Public service motivation and interpersonal citizenship behavior in public organizations: Testing a preliminary model. *International Public Management Journal*, 11(1), 89-108.
- Paré, G., Tremblay, M., & Lalonde, P. (2000). The measurement and antecedents of turnover intentions among IT professionals. Unpublished.
- Park, S. M., & Rainey, H. G. (2008). Leadership and public service motivation in U.S. federal agencies. *International Public Management Journal*, 11(1), 109-142.
- Peccei, R. (2004). Human resource management and the search for the happy workplace. *Inaugural Addresses Research in Management Series*. Rotterdam: Erasmus Research Institute of Management.
- Peccei, R., & Rosenthal, P. (2001). Delivering customer oriented behaviour through empowerment: An empirical test of HRM assumptions. *Journal of Management Studies*, 38(6), 831-857.
- Pedersen, M. J. (2013). Public service motivation and attraction to public versus private sector employment: Academic field of study as moderator? *International Public Management Journal*, 16(3), 357-385.
- Perry, J. L. (1996). Measuring public service motivation: An assessment of construct reliability and validity. *Journal of Public Administration Research and Theory*, 6(1), 5-22.
- Perry, J. L. (1997). Antecedents of public service motivation. *Journal of Public Administration Research and Theory*, 7(2), 181-197.
- Perry, J. L. (2000). Bringing society in: Toward a theory of public service motivation. *Journal of Public Administration Research and Theory*, 10(2), 471-488.
- Perry, J. L., & Hondeghem, A. (2008). Building theory and empirical evidence about public service motivation. *International Public Management Journal*, 11(1), 3-12.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.
- Porter, L. W., Crampon, W. J., & Smith, F. J. (1976). Organizational commitment and managerial turnover: A longitudinal study. *Organizational Behavior and Human Performance*, 15(1), 87-98.

- Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603.
- Purcell, J., & Kinnie, N. (2007). HRM and business performance. In J. P. P. Boxall, and P. Wright (Ed.), *The Oxford handbook of human resource management*: Oxford: Oxford University Press.
- Ramsay, H., Scholarios, D., & Harley, B. (2000). Employees and high-performance work systems: Testing inside the black box. *British Journal of Industrial Relations*, 38(4), 501-531.
- Ray, S., & Ray, I. A. (2011). Human resource management practices and its effect on employees' job satisfaction: A study on selected small and medium sized iron & steel firms in India. *Public Policy and Administration Research*, 1(1), 22-33.
- Rego, A., & Souto, S. (2009). Does the need to belong moderate the relationship between perceptions of spirit of camaraderie and employees' happiness? *Journal of Occupational Health Psychology*, 14(2), 148.
- Ritz, A. (2009). Public service motivation and organizational performance in Swiss federal government. *International Review of Administrative Sciences*, 75(1), 53-78.
- Rousseau, D. (1995). *Psychological contracts in organizations: Understanding written and unwritten agreements*. Thousand Oaks: Sage.
- Rusu, R. (2013). Organizational commitment and job satisfaction. *Scientific Bulletin-Nicolae Balcescu Land Forces Academy*, 18(1), 52.
- Sarker, R. A. (2011). *Impact of HRM practices on job satisfaction and organisational performance in private commercial banking sector of Bangladesh*. Paper presented at the 5th Asian Business Research Conference, Dhaka, Bangladesh. 23rd-24th December.
- Schmidt, S. W. (2009). Employee demographics and job training satisfaction: The relationship between dimensions of diversity and satisfaction with job training. *Human Resource Development International*, 12(3), 297-312.
- Schopman, L. M., Kalshoven, K., & Boon, C. (2015). When health care workers perceive high-commitment HRM will they be motivated to continue working in health care? It may depend on their supervisor and intrinsic motivation. *The International Journal of Human Resource Management*, 1-21. doi: DOI: 10.1080/09585192.2015.1109534
- Scott, P. G., & Pandey, S. K. (2005). Red tape and public service motivation findings from a national survey of managers in state health and human services agencies. *Review of Public Personnel Administration*, 25(2), 155-180.

- Sewell, G., & Wilkinson, B. (1992). "Someone to watch over me": Surveillance, discipline and the just-in-time labour process. *Sociology*, 26(2), 271-289.
- Shin, S. J., Inseong, J., & Johngeok, B. (2016). Do high-involvement HRM practices matter for worker creativity? A cross-level approach. *The International Journal of Human Resource Management*, 8(1), 1-26.
- Siu, O., Lu, C. Q., & Spector, P. E. (2007). Employees' well-being in greater China: The direct and moderating effects of general self-efficacy. *Applied Psychology*, 56(2), 288-301.
- Smeenk, S. G. A., Eisinga, R. N., Teelken, J. C., & Doorewaard, J. A. C. M. (2006). The effects of HRM practices and antecedents on organizational commitment among university employees. *The International Journal of Human Resource Management*, 17(12), 2035-2054.
- Snape, E., & Redman, T. (2010). HRM practices, organizational citizenship behaviour, and performance: A multi-level analysis. *Journal of Management Studies*, 47(7), 1219-1247.
- Somers, M., & Birnbaum, D. (2000). Exploring the relationship between commitment profiles and work attitudes, employee withdrawal, and job performance. *Public Personnel Management*, 29(3), 353-366.
- Sousa-Poza, A., & Sousa-Poza, A. A. (2003). Gender differences in job satisfaction in Great Britain, 1991–2000: Permanent or transitory? *Applied Economics Letters*, 10(11), 691-694.
- Stazyk, E. C. (2010). *Public service motivation and job satisfaction: The role of fit and mission valence*. Paper presented at the Academy of Management Annual Meeting, Washington, D.C.
- Steers, R. M. (1977). Antecedents and outcomes of organizational commitment. *Administrative Science Quarterly*, 22(1), 46-56.
- Steijn, B. (2004). Human resource management and job satisfaction in the Dutch public sector. *Review of Public Personnel Administration*, 24(4), 291-303.
- Steijn, B., & Leisink, P. (2006). Organizational commitment among Dutch public sector employees. *International Review of Administrative Sciences*, 72(2), 187-201.
- Suma, S., & Lesha, J. (2013). Job satisfaction and organizational commitment: The case of Shkodra municipality. *European Scientific Journal*, 9(17).
- Taylor, J. (2014). Public service motivation, relational job design, and job satisfaction in local government. *Public Administration*, 92(4), 902-918.

- Terre, B. M., & Durrheim, K. (1999). *Histories of the present: Social science research in context* (Vol. 2). Cape Town: University of Cape Town Press.
- Thangamuthu, U. (2013). Impact of HRM practices on employee satisfaction in public sector commercial banks in Chennai. *International Journal of Management Academy*, 1(2), 91-95.
- Thompson, C. A., Jahn, E. W., Kopelman, R. E., & Prottas, D. J. (2004). Perceived organizational family support: A longitudinal and multilevel analysis. *Journal of Managerial Issues*, 16(4), 545-565.
- Van De Voorde, K., Paauwe, J., & Van Veldhoven, M. (2012). Employee well-being and the HRM–organizational performance relationship: A review of quantitative studies. *International Journal of Management Reviews*, 14(4), 391-407.
- Vandenabeele, W. (2009). The mediating effect of job satisfaction and organizational commitment on self-reported performance: More robust evidence of the PSM-performance relationship. *International Review of Administrative Sciences*, 75(1), 11-34.
- Vandenabeele, W., & Ban, C. (2009). *The impact of public service motivation in an international organization: Job satisfaction and organizational commitment in the European commission*. Paper presented at the International Public Service Motivation Conference.
- Veld, M. (2012). *HRM, strategic climate and employee outcomes in hospitals: HRM care for cure?* (PhD), Erasmus University Rotterdam.
- Veličković, V. M., Višnjić, A., Jović, S., Radulović, O., Šargić, Č., Mihajlović, J., & Mladenović, J. (2014). Organizational commitment and job satisfaction among nurses in Serbia: A factor analysis. *Nursing Outlook*, 62(6), 415-427.
- Vila, L. E., & García, M. B. (2005). Education and the determinants of job satisfaction. *Education Economics*, 13(4), 409-425.
- Volle, K. M. (2014). *Public service motivation, role ambiguity, and job satisfaction among municipal police officers*. Southern Illinois University, Carbondale.
- Walton, R. E. (1985). From "control" to "commitment" in the workplace. *Harvard Business Review*, 63(2), 77-84.
- Warsi, S., Fatima, N., & Sahibzada, S. A. (2009). Study on relationship between organizational commitment and its determinants among private sector employees of Pakistan. *International Review of Business Research Papers*, 5(3), 399-410.

- Weiss, D. J., Dawis, R. V., & England, G. W. (1967). Manual for the Minnesota satisfaction questionnaire, issue 46. *Minnesota Studies in Vocational Rehabilitation*. Minneapolis, MN: Work Adjustment Project, Industrial Center: University of Minnesota.
- Whitener, E. M. (2001). Do “high commitment” human resource practices affect employee commitment? A cross-level analysis using hierarchical linear modeling. *Journal of Management*, 27(5), 515-535.
- WHO. (2006). World health statistics. Geneva: World Health Organization.
- Williams, L. J., & Hazer, J. T. (1986). Antecedents and consequences of satisfaction and commitment in turnover models: A reanalysis using latent variable structural equation methods. *Journal of Applied Psychology*, 71(2), 219.
- Wood, S. (1996). High commitment management and unionization in the UK. *The International Journal of Human Resource Management*, 7(1), 41-58.
- Wood, S. (2008). Job characteristics, employee voice and wellbeing in Britain. *Industrial Relations Journal*, 39(2), 153-168.
- Wood, S., & De Menezes, L. (1998). High commitment management in the UK: Evidence from the workplace industrial relations survey, and employers' manpower and skills practices survey. *Human Relations*, 51(4), 485-515.
- Wright, B. E., & Christensen, R. K. (2010). Public service motivation: A test of the job attraction–selection–attrition model. *International Public Management Journal*, 13(2), 155-176.
- Wright, B. E., & Grant, A. M. (2010). Unanswered questions about public service motivation: Designing research to address key issues of emergence and effects. *Public Administration Review*, 70(5), 691-700.
- Wright, B. E., Hassan, S., & Christensen, R. K. (2015). Job choice and performance: Revisiting core assumptions about public service motivation. *International Public Management Journal*, 0(0), 1-24.
- Wright, P. M., Gardner, T. M., & Moynihan, L. M. (2003). The impact of HR practices on the performance of business units. *Human Resource Management Journal*, 13(3), 21-36.
- Wright, P. M., & Kehoe, R. R. (2008). Human resource practices and organizational commitment: A deeper examination. *Asia Pacific Journal of Human Resources*, 46(1), 6-20.
- Yucel, I., & Bektas, C. (2012). Job satisfaction, organizational commitment and demographic characteristics among teachers in Turkey: Younger is better? *Social and Behavioral Sciences*, 46, 1598-1608.

- Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of organizational citizenship behavior (OCB) of teachers. *Social and Behavioral Sciences*, 5, 998-1003.

APPENDIX: QUESTIONNAIRE

Questionnaire for health personnel

Dear Sir/Madam;

Attached you will find a questionnaire related to a study of human resources management (HRM) practices in the Ethiopian health sector. The aim of the study is to explore the incidence and nature of HRM practices, as well as health sector employees' views about these practices. To help in this effort, the enclosed questionnaire is being circulated to a sample of employees in the public health sector in Ethiopia.

You are kindly requested to participate in this survey. All you need to do is to complete this questionnaire, which should not take you more than 30 minutes. Of course, your responses will be kept strictly confidential. Should you have any questions or concerns regarding completing the questionnaire, please call 0911-374-309/0923-487-439 or email to mekuriamerga@yahoo.com. Please fill in your email address _____ in order to receive feedback on the survey result.

Thank you in advance for your time and effort in completing this survey questionnaire. Your help is highly appreciated.

Sincerely,

Merga Mekuria

1. Gender

Female ☐

Male ☐

2. Number of years worked in public health

sector _____

3. Highest educational qualification attained

High school ☐ Doctor of medicine ☐

Two-year college ☐ Master's degree ☐

Four-year college ☐ Doctorate/PhD degree ☐

4. Field of specialization

General medicine ☐ Pharmacy ☐

Public health officer ☐ Laboratory technology ☐

Nursing ☐ If other, specify _____

5. Marital status

Single ☐ Married ☐

Divorced ☐ Cohabiting ☐

Widowed ☐

6. Year of birth _____

7. Job held in the organization

General practitioner ☐ Specialist ☐

Health officer ☐ Pharmacist ☐

Pharmacy technician ☐ Nurse (all types) ☐

Midwife ☐ Laboratory technician ☐

Environmental health worker ☐ Laboratory technologist ☐

Health assistant ☐ Radiographers ☐

Health extension worker ☐ If other, specify _____

8. Please indicate your monthly salary in Ethiopian

birr _____

Please respond to each question on a scale from 1 to 7: 1 = Strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. Please indicate your response by putting a tick (✓) mark in the box to the right side of each question.

S/N	Items	Likert Scale						
		1	2	3	4	5	6	7
1	I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful.							
2	I talk up this organization to my friends as a great organization to work for.							
3	I feel very little loyalty to this organization. (RS)							
4	I would accept almost any type of job assignment in order to keep working for this organization.							
5	I find that my values and the organization's values are very similar.							
6	I am proud to tell others that I am part of this organization.							
7	I could just as well be working for a different organization as long as the type of work was similar. (RS)							
8	This organization really inspires the very best in me in the way of job performance.							
9	It would take very little change in my present circumstances to cause me to leave this organization. (RS)							
10	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined.							
11	There's not much to be gained by sticking with this organization indefinitely. (RS)							
12	Often, I find it difficult to agree with this organization's policies on important matters relating to its employees. (RS)							
13	I really care about the fate of this organization.							
14	For me, this is the best of all possible organizations for which to work.							
15	Deciding to work for this organization was a definite mistake on my part. (RS)							

Please respond to each question on a scale from 1 to 7: 1 = Strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. Please indicate your response by putting a tick (✓) mark in the box to the right side of each question.

S/N	Items	Likert Scale						
		1	2	3	4	5	6	7
1	I can do something that makes use of my ability							
2	I experience a feeling of accomplishment							
3	I can be busy all the time							
4	I have an opportunity for advancement							
5	I can tell people what to do							
6	The organization administers its policies fairly							
7	My pay compares well with that of other workers							
8	My co-workers are easy to make friends with							
9	I can try out some of my own ideas							
10	I can work alone on my tasks							
11	I can do the work without feeling that it is morally wrong							
12	I receive recognition for the work I do							
13	I can make decisions on my own							
14	Steady employment is provided							
15	I can do things for other people							
16	I can be “somebody” in the community							
17	My boss backs up his/her subordinates							
18	My boss takes care that her/his subordinates are trained well							
19	I can do something different every day							
20	I have good working conditions							

Please respond to each question on a scale from 1 to 7: 1 = Strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. Please indicate your response by putting a tick (✓) mark in the box to the right side of each question.

S/N	Items	Likert Scale						
		1	2	3	4	5	6	7
1	I feel energetic, active, or vigorous							
	I feel dull or sluggish							
	I feel tired, worn out, used up, or exhausted							
	I have been waking up feeling fresh and rested							
2	I am happy, satisfied, or pleased with my personal life							
	I feel well adjusted to my life situation							
	I am living the kind of life I wanted to							
	I feel eager to tackle my daily tasks or make new decisions							
	I feel I could easily handle or cope with any serious problem or major change in my life							
	My daily life is full of things that are interesting to me							

Please respond to each question on a scale from 1 to 7: 1 = Strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. Please indicate your response by putting a tick (✓) mark in the box to the right side of each question.

S/N	Item	Likert Scale						
		1	2	3	4	5	6	7
1.	I can't honestly say what I really think or get things off my chest at work.							
2.	My job has a lot of responsibility, but I don't have very much authority.							
3.	I could usually do a much better job if I were given more time.							

4.	I seldom receive adequate acknowledgement or appreciation when my work is really good.							
5.	In general, I am not particularly proud or satisfied with my job.							
6.	I have the impression that I am repeatedly picked on or discriminated against at work.							
7.	My workplace environment is not very pleasant or safe.							
8.	My job often interferes with my family and social obligations or personal needs.							
9.	I tend to have frequent arguments with superiors, coworkers or customers.							
10.	Most of the time I feel I have very little control over my life at work.							

Please respond to each question on a scale from 1 to 7: 1 = Strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = neither agree nor disagree, 5 = somewhat agree, 6 = agree, and 7 = strongly agree. Please indicate your response by putting a tick (✓) mark in the box to the right side of each question.

S/N	Items	Likert Scale						
		1	2	3	4	5	6	7
1.	I am interested in helping to improve public service							
2.	I am satisfied when I see people benefiting from the public programs I was involved in							
3.	I like to discuss topics regarding public programs and policies with others							
4.	I believe that public sector activities contribute to our general welfare							
5.	I admire people who initiate or are involved in activities to aid my community							
6.	Contributing to public programs and policies helps me realize myself							

7.	It is important to contribute to activities that tackle social problems							
8.	Meaningful public service is very important to me							
9.	It is important for me to contribute to the common good							
10.	I would prefer seeing public officials do what is best for the whole community, even if it harmed my interests							
11.	Serving the public interest is more important than helping a single individual							
12.	I think equal opportunities for citizens are very important							
13.	It is important that citizens can rely on the continuous provision of public services							
14.	It is fundamental that public services respond to the needs of the citizens							
15.	Decisions regarding public services should be democratic despite the time and effort it takes							
16.	Everybody is entitled to good service, even if it costs a lot of money							
17.	It is fundamental that the interests of future generations are taken into account when developing public policies							
18.	To act ethically is essential for public servants							
19.	I believe that public employees must always be aware of the legitimacy of their activities							
20.	I personally identify with the aim of protecting individual liberties and rights							
21.	It is difficult for me to contain my feelings when I see people in distress							
22.	I feel sympathetic to the plight of the underprivileged							
23.	I empathize with other people who face difficulties							
24.	I have little compassion for people in need who are unwilling to take the first step to help themselves							

25.	I get very upset when I see other people being treated unfairly							
26.	Considering the welfare of others is very important							
27.	Making a difference to society means more to me than personal achievements							
28.	I am prepared to make sacrifices for the good of society							
29.	I believe in putting civic duty before self							
30.	I am willing to risk personal loss to help society							
31.	People should give back to society more than they get from it							
32.	Serving other citizens would give me a good feeling even if no one paid me for it							
33.	I would agree to a good plan to make a better life for the poor, even if it costs me money							

Please respond to each question on a scale from 1 to 7: 1 = Very low, 2 = low, 3 = somewhat low, 4 = undecided, 5 = somewhat high, 6 = high and 7 = very high. Please indicate your response by putting a tick (✓) mark in the box to the right side of each question.

S/N	Items	Likert Scale						
		1	2	3	4	5	6	7
1.	Union recognition							
2.	Consultative committee /works council/							
3.	Range of non-standard contracts/peripheral workers used							
4.	Percentage of permanent workers employed at workplace							
5.	Percentage of full-time workers employed at workplace							
6.	Average number of weekly hours worked by employees							
7.	Percent of employees at workplace that work overtime							
8.	Range of employment security arrangements in place							
9.	Extent of use of internal promotions							
10.	Extent of job specialization (number of job categories)							
11.	Percent of workforce that is multi-skilled							
12.	Extent of job discretion/autonomy							

13.	Extent of use of self-managed teams							
14.	Extent of emphasis on “soft” skills in selection and training							
15.	Extent of emphasis on “hard” skills in selection and training							
16.	Range of induction procedures used							
17.	Range of mechanisms used to transmit job duties/responsibilities							
18.	Volume of training provided to employees per year							
19.	Range of downward communications mechanisms used							
20.	Extent of information-sharing/disclosure to employees							
21.	Extent of off-line/consultative participation							
22.	Extent of use of formal performance appraisal/management							
23.	Range of quality management practices and procedures used							
24.	Percent of workforce earning above the minimum requirement for their monthly consumption (certain amount here)							
25.	Extent of wage dispersion at workplace							
26.	Percent pay increase at establishment in last year							
27.	Extent of use of individual performance related pay							
28.	Extent of use of organizational/establishment based contingent pay							
29.	Range of non-pay benefits provided to non-managerial employees							
30.	Extent of harmonization of non-pay benefits							
31.	Range of family-friendly policies and practices in place							
32.	Range of equal opportunities policies and practices in place							
33.	Range of grievance and disputes procedures in place							